

**East Carolina University  
Board of Trustees  
November 6, 2020**

**MINUTES**

The East Carolina University Board of Trustees met at 9:00 a.m. for their regularly scheduled board meeting. The meeting originated from the Main Campus Student Center Ballroom A on the campus of East Carolina University in Greenville, North Carolina. Chairman Vern Davenport called the meeting to order.

**ROLL CALL**

Chairman Davenport called on Megan Ayers, Assistant Secretary to the Board of Trustees, to call the roll. A quorum was established.

**PRESENT:**

Vern Davenport  
Leigh Fanning  
Thomas Furr  
Van Isley  
Max Joyner, Jr.  
Angela Moss  
Bob Plybon  
Jason Poole  
Tucker Robbins  
Jim Segrave  
Scott Shook  
Vince Smith

**ABSENT:**

Fielding Miller

**READING OF ETHICS STATEMENT**

In compliance with the State Government Ethics Act, Mr. Davenport read the conflict of interest statement and asked if anyone had a conflict to disclose. No conflicts were identified.

## **APPROVAL OF MINUTES**

Mr. Davenport asked for a motion to approve the minutes from the September 11 regular meeting and the October 1, October 7, and October 23 special called meetings.

Mr. Robbins moved to approve the minutes as presented in board materials. Mr. Poole seconded the motion. Mr. Davenport called upon Ms. Ayers to conduct the roll call vote. The motion carried.

<b>ROLL CALL VOTE</b>	<b>Y/N</b>
Vern Davenport	YAY
Leigh Fanning	YAY
Tom Furr	YAY
Van Isley	YAY
Max Joyner, Jr.	YAY
Fielding Miller	Absent
Angela Moss	YAY
Bob Plybon	YAY
Jason Poole	YAY
Tucker Robbins	YAY
Jim Segrave	YAY
Scott Shook	YAY
Vince Smith	YAY

## **CAMPUS REPORTS**

### **REPORT FROM THE INTERIM CHANCELLOR**

Mr. Davenport called upon Interim Chancellor, Ron Mitchelson, to provide an update to the board on behalf of the campus. A full text version of Dr. Mitchelson's remarks are listed as "Attachment A."

### **UPDATE FROM THE BOARD OF GOVERNORS**

Mr. Davenport called upon Leo Daughtry, ECU's Board of Governors Liaison, to provide an update from the Board of Governors. A full text version of Governor Daughtry's remarks is listed as "Attachment B."

## **REPORT FROM THE STUDENT BODY**

Mr. Davenport called upon Mr. Tucker Robbins, President of the Student Government Association, to provide an update on behalf of the student body. A full text version of his remarks is listed as “Attachment C.”

## **REPORT FROM THE FACULTY**

Mr. Davenport called upon Dr. Purificacion Martinez, Chair of the Faculty Senate, to provide an update on behalf of the faculty. A full text version of Dr. Martinez’s remarks is listed as “Attachment D.”

## **REPORT FROM THE STAFF**

Mr. Davenport called upon Todd Inman, Chair of the Staff Senate, to provide an update on behalf of the staff. A full text version of Mr. Inman’s remarks is listed as “Attachment E.”

## **REPORT FROM THE BOARD OF VISITORS**

Mr. Davenport called upon Linda Hofler, Chair of the Board of Visitors, to provide an update on behalf of the Board of Visitors. A full text version of Ms. Hofler’s remarks is listed as “Attachment F.”

## **RECOMMENDATIONS FROM COMMITTEES**

Board of Trustee Committees met on Thursday, November 5, 2020. Reports were not read during the meeting, but they have been entered into the minutes as part of the official record. Committee reports are listed as “Attachment G.”

There were two recommendations from committee meetings for consideration of the board.

## UNIVERSITY AFFAIRS

Mr. Davenport called on Ms. Fanning to present a motion from the University Affairs Committee meeting. Ms. Fanning moved that the College of Business Graduate School proposal be approved as presented in board materials. Mr. Davenport called upon Ms. Ayers to conduct the roll call vote. The motion carried. A copy of the proposal is listed as “Attachment H.”

<b>ROLL CALL VOTE</b>	<b>Y/N</b>
Vern Davenport	YAY
Leigh Fanning	YAY
Tom Furr	YAY
Van Isley	YAY
Max Joyner, Jr.	YAY
Fielding Miller	Absent
Angela Moss	YAY
Bob Plybon	YAY
Jason Poole	YAY
Tucker Robbins	YAY
Jim Segrave	YAY
Scott Shook	YAY
Vince Smith	YAY

Mr. Davenport called upon Mr. Robbins to present a motion from the University Affairs Committee meeting. Mr. Robbins moved that the candidates for degrees, as approved by the Chancellor and Faculty Senate, be authorized for conferral at the annual Winter commencement on Friday, December 4, 2020. Mr. Davenport called upon Ms. Ayers to conduct the roll call vote. The motion carried.

<b>ROLL CALL VOTE</b>	<b>Y/N</b>
Vern Davenport	YAY
Leigh Fanning	YAY
Tom Furr	YAY
Van Isley	YAY
Max Joyner, Jr.	YAY
Fielding Miller	Absent
Angela Moss	YAY
Bob Plybon	YAY

Jason Poole	YAY
Tucker Robbins	YAY
Jim Segrave	YAY
Scott Shook	YAY
Vince Smith	YAY

## **FINANCE AND FACILITIES**

Mr. Davenport called on Mr. Plybon to present a motion from the Finance and Facilities Committee meeting. Mr. Plybon moved that the board approve the Academic Year 2021-22 Fee Proposal as presented in board materials. Mr. Davenport called upon Ms. Ayers to conduct the roll call vote. The motion carried. This item is listed as “Attachment I.”

<b>ROLL CALL VOTE</b>	<b>Y/N</b>
Vern Davenport	YAY
Leigh Fanning	YAY
Tom Furr	YAY
Van Isley	YAY
Max Joyner, Jr.	YAY
Fielding Miller	Absent
Angela Moss	YAY
Bob Plybon	YAY
Jason Poole	YAY
Tucker Robbins	YAY
Jim Segrave	YAY
Scott Shook	YAY
Vince Smith	YAY

## **EXECUTIVE SESSION**

Mr. Robbins moved that the board go into closed session to prevent the disclosure of confidential information under N.C. General Statutes §126-22 to §126-30 (personnel information) and the federal Family Educational Rights and Privacy Act; and to consider the qualifications, competence, performance, character, fitness, or appointment of prospective and/or current employees and/or to hear or investigate a complaint or grievance by or against one or more employees; and to prevent the premature disclosure of an honorary degree, scholarship,

prize, or similar award; and to consult with an attorney to preserve the attorney-client privilege between the attorney and the Committee. Mr. Furr seconded the motion. Mr. Davenport called upon Ms. Ayers to conduct the roll call vote. The motion carried.

<b>ROLL CALL VOTE</b>	<b>Y/N</b>
Vern Davenport	YAY
Leigh Fanning	YAY
Tom Furr	YAY
Van Isley	YAY
Max Joyner, Jr.	YAY
Fielding Miller	Absent
Angela Moss	YAY
Bob Plybon	YAY
Jason Poole	YAY
Tucker Robbins	YAY
Jim Segrave	YAY
Scott Shook	YAY
Vince Smith	YAY

**RETURN TO OPEN SESSION**

Upon the return to open session, the board had items from committee recommendations.

**ACTIONS FROM EXECUTIVE SESSION**

Mr. Davenport called on Mr. Scott Shook to present a motion on behalf of the Athletics and Advancement Committee. Mr. Shook moved that the board approve naming the College of Nursing IT room, Room 118, in honor of Mr. Charles “Chuck” Baldwin, as presented in board materials. Mr. Robbins seconded the motion and Mr. Davenport called on Ms. Ayers for the roll call Mr. Davenport called on Ms. Ayers to conduct the roll call vote. The motion carried. A copy is listed as “Attachment J.”

<b>ROLL CALL VOTE</b>	<b>Y/N</b>
Vern Davenport	YAY
Leigh Fanning	YAY
Tom Furr	YAY
Van Isley	YAY

Max Joyner, Jr.	YAY
Fielding Miller	Absent
Angela Moss	YAY
Bob Plybon	YAY
Jason Poole	YAY
Tucker Robbins	YAY
Jim Segrave	YAY
Scott Shook	YAY
Vince Smith	YAY

Mr. Davenport called on Mr. Furr to present motions on behalf of the Health Sciences committee. Mr. Furr moved that the board approve the initial appointment with tenure for Dr. Jason Hack in the Department of Emergency Medicine in the Brody School of Medicine as presented in board materials. Mr. Shook seconded the motion and Mr. Davenport called on Ms. Ayers to conduct the roll call vote. The motion carried. A copy is listed in materials as “Attachment K.”

<b>ROLL CALL VOTE</b>	<b>Y/N</b>
Vern Davenport	YAY
Leigh Fanning	YAY
Tom Furr	YAY
Van Isley	YAY
Max Joyner, Jr.	YAY
Fielding Miller	Absent
Angela Moss	YAY
Bob Plybon	YAY
Jason Poole	YAY
Tucker Robbins	YAY
Jim Segrave	YAY
Scott Shook	YAY
Vince Smith	YAY

Mr. Furr moved that the board approve the initial appointment with tenure for Dr. Holly Ellis in the Department of Biochemistry and Molecular Biology in the Brody School of Medicine as presented in board materials. Mr. Robbins seconded the motion. Mr. Davenport called on Ms. Ayers to conduct the roll call vote. The motion carried. A copy is listed as “Attachment L.”

<b>ROLL CALL VOTE</b>	<b>Y/N</b>
Vern Davenport	YAY
Leigh Fanning	YAY
Tom Furr	YAY
Van Isley	YAY
Max Joyner, Jr.	YAY
Fielding Miller	Absent
Angela Moss	YAY
Bob Plybon	YAY
Jason Poole	YAY
Tucker Robbins	YAY
Jim Segrave	YAY
Scott Shook	YAY
Vince Smith	YAY

### **UNFINISHED BUSINESS**

There was no unfinished business to come before the board.

### **NEW BUSINESS**

Mr. Davenport provided an update to the board on the ECU Chancellor Search. The Chancellor Search Committee submitted their roster of finalists to President Hans at the UNC System Office and within the next month, President Hans will do his due diligence and present a finalist to the Board of Governors for consideration. In preparation for the incoming Chancellor, Mr. Davenport assembled a Transition Team to assist in developing a plan for the onboarding process of a new leader. The team is co-chaired by Trustee Scott Shook and Interim Chief of Staff Chris Locklear. Other members of the team include Interim Provost Grant Hayes, Vice Chancellor Chris Dyba, Chief Communications Officer Jeannine Hutson, Health Sciences Chief of Staff and Interim Director of External Relations Michelle Brooks, Assistant Secretary to the Board of Trustees Megan Ayers and the Chancellor's Executive Assistant Christy Daniels.

**ADJOURNMENT**

Hearing no further business to come before the board, Mr. Davenport adjourned the meeting.

**Respectfully Submitted,**

Megan Ayers  
Assistant Secretary to the Board of Trustees

###

Interim Chancellor remarks  
ECU Board of Trustees  
November 6, 2020

Thank you, Mr. Chair and thank you Trustees, for your service. Welcome Governor Daughtry to our meeting. I'm going to start by suggesting that what seems newsworthy to the press is all about COVID-19 and the budget. But I want you to know that the mission of this university, regardless of financial pressures, is to maximize student success, serve the public, and to lead regional transformation. This is first and foremost on our minds. I want you to know there is significant achievement in every one of those dimensions of our mission. I beat the mission like a drum, and I'd like to think that anyone associated with our university understands that three-legged stool. I'm going to go through a few examples.

This is what I do every morning and if I have to do it then you do too this morning. I look at the numbers like a hawk and we do these COVID-19 numbers at global scale, national and North Carolina. Pitt County is on the left and that's our basic, weekly update. We also do a daily update on our dashboard. I want to point something out here. We had 95 percent of our positive cases occur in a three-week period last fall. It overran what we could do to accommodate and take care of our students. I'm here to tell you, that's not going to happen in the spring. Our toolbox is a lot better now than it was then. You heard a lot about it yesterday in terms of our testing, testing capacities, and our single room occupancy in residence halls. Our expanded quarantine and isolation space – which is what the capacity constraint was last fall. Make no mistake. As you heard yesterday, we have almost 400 quarantine and isolation beds available to us on our campus. I'm confident in our messaging to the students that they have a role to play, a responsibility in making sure that we don't repeat history. I'm committed to that. We will not repeat that history from the fall.

We've been designated as one of the 400 schools in this country that are committed to sustainability. That may not get you excited, but it gets the young people excited. It really gets the young people excited that this university is committed to sustainability efforts. It's more than recycling. I met with a student group last month that wants to create an edible landscape. An edible landscape. It's a very interesting concept and they are very interested in an orchard, fruits and vegetables and where we are going to put this landscape. They are Honors College kids, smart as heck, and they are going to create a business plan to go along with that. That is something I insisted on. There needs to be a buy-in from the students. That particular effort is led by our local hero, Chad Carwein. Chad has organized our efforts on sustainability, and it's being recognized nationally.

Mr. Daughtry, this is going to be close to your heart. You chair the committee that deals with military affairs. We learned three meetings ago that ECU leads the UNC System in the number of students that are affiliated with the military. That includes the active, the vets and their spouses, the families. We have just signed a very interesting contract with the Navy - it will serve Marines, Navy, Coast Guard – we are one of the few organizing universities in the country to head up this relationship with the Navy and Higher Ed. The reason we can do this is because we have Pirate Promise. Pirate Promise is a co-admission agreement with more than thirty community colleges across North Carolina and that network that we have produced is exactly one of the reasons why the Navy wanted to contract with ECU. This is for active-duty military

folks and they will have access to community college classes, our classes, and we are so excited about this agreement.

We just won a national award for assessment. You often wonder if your class or programs are good enough. Are you committed to continuous improvement? Well, this award designates ECU as one of 39 in the country as a place that does assessment as well as any university in the nation. That is an important ingredient. If you aren't committed to assessment, then you aren't going anywhere. We designate our student outcomes; we measure those outcomes, and we change curriculum in order to achieve student outcomes.

We're committed to the region. You want us to be committed to our region and we want to be so committed to our region that we become a national model. This is how a regional university interfaces with its region to maximize success. Here is an example: a \$3.75 million grant to assist with the training of principles. My wife was in public higher ed for a long time. I can tell you from personal experience it is that level of leadership that makes the difference. We have committed with the College of Education to making sure we have great principles in the region because it is an essential indicator of our commitment to this region and the future of this region and its' young people.

You don't know this, but I served as a Chair of English for one year. It was an interesting year. We had 110 faculty members in that unit, and I think I was sent there to be the peacekeeper. I worked with Dr. Andrea Kitta and came to know her work and her excellence. She's won so many international awards for her work. The Kiss of Death deal with information and misinformation and how it relates to the spread of an infectious disease. How timely is this? We have our own folklore being written right now about how we are coping with this. Andrea is certainly a star in the Department of English.

Part of our commitment to the region is the coastal zone. This is an example of the work we are doing in the lower coastal zone. Part of the work we are doing is the salinization of the soil and its impact on nutrient cycling. We have a team: a biologist, a coastal studies engineer, and economics out there, funded by the National Science Foundation. I think that is an exciting kind of work that is clearly mission-driven and connecting us to our region.

We have a significant presence on the coast. We are out there are on Roanoke Island, north of Wanchese and we've rebranded it as ECU at OBX. I was with the Board of Directors a week ago and a review of the progress made out there is amazing. We will probably have between 20-30 undergraduates out there in the Spring, residential, and a host of graduate students. It is a research-oriented place, and we need to build this. This is an attraction and it's going to have an impact. The more we can invest in our coastal presence, the better off the Outer Banks will be.

The North Carolina Agromedicine Institute is a hidden gem. The commitment to that primary-sector activity: agriculture. That's a general term by the way. More specifically, it's farmers, fishers, loggers. It's about their health and safety. It's about being more productive in that primary sector of economic activity. The North Carolina Agromedicine Institute is hosted at East Carolina University, but its primary partners are North Carolina State University and NCA&T. So, we have this rare combination of health, health professionals along with that extension service. It's headed up by Dr. Robin Tutor-Marcom, who is a hero, in my eyes. I've worked with this institute for over a decade and I know their work very well, they are un-sung heroes in what they do. In the photo showing, they are delivering necessary PPE, which was in short supply, to

our workers are they are thankful for the efforts of the institute. Their work crosses research, service and instruction and the partnership we have is extremely deep and productive. We are happy about that kind of collaboration.

Last month we were able to tell the world about our partnership with Elliot Sidewalk Communities and we are calling it "Intersect East." It's being branded as that. It is that 22-acre warehouse district. We will do adaptive reuse of some existing buildings, but the development picture is really bright. Right across the street from the new Life Sciences and Biotechnology Building we expect this area to be a great place for regional industry to rub elbows with a great university and we expect it to be a landing place for great ideas between faculty, staff and students. Internships – there are so many dimensions of relationship that will be taken advantage of. This is one of the most exciting things in my world. I can't tell you how excited I am about that project and what it could mean for Greenville and the region as a center of creativity for our firms and our university. I am thankful to Tim Elliott and Elliott Sidewalk Communities for this partnership. I'm also thankful to this board because we wouldn't be doing this without your approval.

ECU Athletics – who isn't excited about them? I'm guaranteeing a victory tomorrow against Tulane. I'm excited about our basketball season and we will see if fans are permitted in the coliseum. We are excited about this team's progress. We are really excited for Mr. Gardner. He is on the finalist list for the Julius Irving small forward award in the country. I've watched him the last two years and he is a warrior. He personifies what we love about our pirates: gritty, determined. We may not be the most talented on the planet, but we are gritty, resilient and determined. Thank you for listening. I appreciate your service to this great university.

Leo Daughtry  
Board of Governor's remarks  
ECU Board of Trustees  
November 6, 2020

Thank you very much. First of all, I may have told you this, but I want to say it again. I lobbied to become your liaison with the Board of Governors because I believe in the importance of East Carolina to Eastern North Carolina. I am from Eastern North Carolina and I've seen the ups and downs that our region has gone through. I've seen East Carolina make such a difference in the way our state is running and because East Carolina has done so well, Eastern North Carolina has done well also. I am glad to be your liaison.

I think most of the members of the Board of Governors have bitten their fingernails off in waiting for the results of the election to come in and see whether or not the House or Senate would change from being a Republican House and Senate to being a Democrat House and Senate. As you know, the polls were mixed and many people believed that particularly the Senate would flip, perhaps the House. Of course, if that happened, then the members of the Board of Governors would be different. As it turned out, the House gained seats and the Senate lost one seat. Nothing will change in my estimation.

We all are worried about the money, what will happen when the General Assembly meets in January. How badly are we going to get hurt? What will the federal government do with appropriations? I think the devil is in the details. We've had conversations at the federal level, and we are hopeful now that the election is over that there will be an opportunity to get federal money for our university system. We need money to continue to ensure we have the student growth we've had this year, make sure our universities are healthy. I know most are trying to find ways to reduce cost and save money. That should be done because while this year may not be painful, next year may be painful.

Thank you for having me today and I want you to know that I will do all that I can at the Board of Governors to make sure this place is as great as it should be.

Student Body President remarks  
ECU Board of Trustees  
November 6, 2020

Fellow Trustees and administration,

It is a pleasure to give you an update and report on our courageous and gritty student body.

In my September Report, I mentioned that the spring semester was heavily on the students mind. This remain true now; however, students are pleased to hear that we will be returning to somewhat of a face to face and hybrid learning environment. I've made it clear that if we are saying we are coming back to campus, we desperately need to ensure that we can sustain an entire semester without another pivot like we saw in the fall. Admin has assured myself, as well as student leaders that we are well equipped to sustain an entire semester, no matter the spike, and I look forward to seeing that happen. I also know that it is in the best interest of the university, from a financial standpoint, to sustain the spring semester in an on campus capacity. Now, don't get me wrong here. The fate of the spring semester isn't solely on one group of Pirates, in fact it's the exact opposite. This is where all of Pirate Nation's constituents, especially students, can display what protecting each other and this community is all about. It will be a collective effort and I know our great students are up for the challenge.

While students aren't totally supportive of the changes they've seen with COVID environment, I do believe that the students are supportive of the steps being taken for this upcoming spring and understand the rationale. Students are supportive of the single occupancy in the residence halls, but do worry about no resident advisors in the halls. After spending some time talking with former RA students, I'm not totally convinced that situations will be dealt with appropriately and in a timely manner as it pertains to our on campus residents. Students also don't quite understand why the occupancy of classrooms are being reduced even further than the Fall. If we know that the transmission of the virus in the learning environment is slim to none, then I'm not totally sure why we are reducing that capacity even further. I understand in situations such as this, some things need to be sacrificed but I don't think keeping students out of the classroom is necessarily the answer. Students need that face to face environment, and I think we need to maximize those opportunities where we know it's safe and doable.

While I'm on the topic of the spring semester, I would like to bring up the delivery of online classes. The synchronous virtual lectures at least give the opportunity to learn material and ask questions in real time with instructors. I plead and challenge administration to encourage this to be a more widespread approach for this spring. If students can't be in the classroom, we truly believe that this is the next best alternative. Also, if students can't attend the synchronous lectures because of other commitments, they can watch the recordings at a later time.

Now let me take some time to update you all on what student government has been working on.

- During the week of October 7<sup>th</sup>, our SGA assembly passed AR 5-02 that may be cited as the “ECU Fall 2020 Reopening Evaluation”. The motive behind this resolution was to encourage the office of the chancellor to provide us a report of the shortcomings of the Fall 2020 semester, and how we can capitalize on those shortcomings and execute a successful spring. Our assembly awaits that response.
- On October 14<sup>th</sup>, our assembly passed AR 5-03 that may be cited as the “2021 – 2022 Tuition and Fee Resolution”. The purpose of the resolution was to provide student government’s stance on the proposed tuition and fee increases for the next academic year. Although the tuition and fee committee voted to approve all of the proposals, student government was still grateful to interject the student input and opinion on the proposals. Also, after hearing some more relevant facts associated with the increases, I think student government is in support of these proposals. Thank you Dr. Thorndike for your work in that regard.
- As mentioned in my last report, SGA has partnered with campus recreation and wellness to deploy a mental health and wellness platform for ECU students during this troublesome time. I’m proud to say that the platform is in its final stages of rollout and will hopefully be available for students before the end of the semester.
- As some of you may remember, improving relationships amongst police officers and students is at the top of my priority list. I’ve had the pleasure of interacting with our community police officers in many different capacities over the last couple of months. From these interactions, SGA has established a Greenville Police Liaison. Officer Kate Slovenkay is a recent graduate of ECU and has made a very positive impact whenever we need information, have questions/concerns, or even just to talk about the greater Greenville community. Also, I’ve had great conversations with our ECU Police Department and Captain Sutton regarding student safety around our campus and student housing. There have been some students reporting breaking and entering in areas of student housing via social media. I have caught Captain Sutton up to speed with these posts since social media doesn’t necessarily warrant the same attention as a formal police report. I believe ECU PD is going to try to reach students on social media to file a formal police report and how they can do so properly. I look forward to seeing where these working relationships go from here.
- Our community outreach committee is currently digging into a potential “bloodbowl” amongst ECU and N.C. State. During this COVID era, we are looking for any way we can make an impact in our local community, while having a friendly competition. If this initiative surfaces, we would be collecting convalescent plasma from donors. Convalescent plasma contains the antibodies that help fight COVID-19. The potential of this initiative would provide our local community with great support as this pandemic continues to hang around.
- On October 27<sup>th</sup>, Our Local and state Affairs committee hosted a virtual Town Hall with Greenville Mayor, PJ Connelly, and City Councilman, Will Bell. This town hall served as a great resource to students as they could connect with our local leaders on many levels including being students at East Carolina. This town hall was recorded and available to re-watch at any time.

In closing, Fall 2020 is in the rear view mirror. If anything, we learned a lot from the fall semester. I hope that we can use what we learned to propel our spring semester forward. I truly believe that this long, well deserved break between semesters will be beneficial and useful to all constituents of Pirate Nation. Let's make sure we use that time wisely to ensure an on campus spring semester. It's going to take everyone in this room to fully equip the infrastructure of Pirate Nation. I want administration to know that I'm here to help and assist in any way I can, as I'm sure all of the trustees are as well. In addition to that, I have a team of about fifty highly engaged students who are ready to rise to the occasion at any time. Let's keep the focus towards January 19<sup>th</sup> to ensure we have a safe and successful spring semester for all involved.

Thank you and Go Pirates!

## Chair of Faculty Remarks to Board of Trustees

November 6<sup>th</sup> 2020

Dear Members of the Board of Trustees,

It is my privilege to bring you greetings on behalf of the faculty at ECU. Since I will not have an opportunity to address you before the holidays begin, I would like to extend to all of you and your loved ones the faculty's warm wishes for a season filled with health, relaxation and joy. Next time we see each other will be 2021. I can't wait for this annus horribilis to be over. Faculty are grateful for the unusually long break that we will have between the Fall and Spring semester. We need to recharge our batteries, because we know that the Spring Semester will be most likely a difficult one.

Yesterday the trustees received detailed information about the financial challenges that Covid 19 has imposed on the institution. I fear that the heartbreaking furloughs are only the beginning of the difficult choices that ECU will have to make during the upcoming months. You will remember that last year, ECU received a 4.7% cut from not meeting our enrollment targets. This year, the UNC System Office has advised all UNC institutions to plan scenarios for a 10% budget cut, in preparation for how the General Assembly will create a budget and deal with what might be diminished revenues for the State.

Besides this difficult planning scenario, ECU has named a Fiscal Sustainability Coordination Committee. The committee, comprised of administrators, staff and faculty, is charged with a holistic examination of ECU finances to ensure that resources are aligned with strategic priorities. The premise behind the committee's formation gives me nightmares: we must prepare for further budget cuts along the way besides those already looming on the horizon for next year.

As a faculty member, I will readily admit that I am quite troubled by the fact that these two budgetary exercises are being carried out independently of one another and in quite different ways. I would like to compare and contrast both of them and to discuss why they are not conceptually different.

The formation of the Fiscal Sustainability Coordination Committee was announced very soon after the Fall semester started. Faculty and staff had the opportunity to elect their representatives to the committee. The Chair of the committee, Vice Chancellor Van Scott has already sent two memoranda to the entire campus and a web page has been established to receive feedback. Just this Tuesday, Vice Chancellor Van Scott answered questions in the Faculty Senate about the purpose and scope of the committee and made clear to the senators that no recommendations from the committee will be final until they have been vetted by the campus community. In his careful planning, Vice Chancellor Van Scott, is following the lead of Chancellor Mitchelson who, during the organizational meeting of the committee, reminded the

members to support one another, to work for the best interest of ECU, to communicate with all constituencies on campus and to be a model of transparency and inclusiveness.

The work of the committee has just barely begun, but in my mind certain themes have already gained prominence. ECU will thrive if we embrace our identity: an access, research intensive university. We must have frank discussions about our current structural model, to see if there is unnecessary duplication of services, to understand who pays for what and when, to eliminate or significantly reduce what does not support the core mission of the institution. We must find ways to eradicate our long practice of surviving on the backs of faculty who do extraordinary teaching but have no job security. We have to recognize that we cannot significantly increase extramural funding if our teaching loads are increased or we do not have sufficient administrative support. This is the time to abandon once and for all some phrases that I have heard too many times: “We have always done it this way”, “this is ECU, we do more with less.” We cannot continue doing the unbelievable with so little. We cannot attempt to do the impossible with nothing.

Other members of the committee might not agree with my assessment. But everybody can certainly agree on the deliberative and thoughtful way in which the work of the Fiscal Sustainability Coordination Committee is being planned.

In contrast, the planning for the 10% budget cuts, seems more ad-hoc. All faculty know that plans are being made, and that faculty are involved, but overarching guiding principles or common strategies have not been designed. I would argue that those need to exist in this exercise as much as in the Fiscal Sustainability Committee because otherwise the community that is ECU might be permanently damaged.

During the faculty interviews with candidates for Chancellor, one of them asked us, “what does keep you up at night?” Since we were 14 people, and only 5 of us had a chance to ask questions, I did not answer the candidate’s question. I spoke with the person afterwards to tell them what keeps me up at night: what will be of us if this 10% cut becomes a reality? If this were to happen, the recommendations of the fiscal sustainability coordination committee would be meaningless because at that point ECU would be a drastically different place. By the sheer power of cuts, we would have been reorganized. That is why planning for the short-term cuts and for the long term with the Fiscal Sustainability Coordination Committee must be conducted in similar ways: with guiding principles, with data, with representatives from faculty, staff and administrators at the table, with ample opportunities for engagement at every step of the way.

I am telling you all these internal details because I understand shared governance as a three-legged stool. As Chancellor Mitchelson says, a three-legged stool does not wobble, it is solid. Trustees, Administration and faculty support this community that is ECU. So, while faculty and administration engage in meaningful and difficult discussions about finances, I ask you to

support our community by doing what you do bet: reaching out to legislators and Governors in the UNC system and talking to them about our university.

Remind them that universities are not an expense, they are an investment in the state's economic future. And, if that is true of the UNC system, it is even truer of ECU, which serves our region so well. We are a national leader in social mobility. ECU can only continue to be the economic engine of Eastern North Carolina with appropriate economic support. Challenges in front of us are formidable. Only by confronting them together, as the community we are, we will succeed.

: we will receive further budget cuts, and we must be ready Planning for further budget cuts in The committee will forward to the executive so that resources are aligned with our strategic priorities.building reserves and revenues so planning for next budget cuts. from public universit

and the AS are all other UNC institutions, ECU is preparing scenarios for cuts up to 10% in its permanent state appropriations budget. This cut comes on top of last year's 4.7% cut, that only ECU had to make.

Unlike other UNC institutions, last year had to execute a 4.7% cut because ECU had to execute a 4.7% cut prepare for a scenario with a 10% cut. Besides that But, after last year's 4.7% cut, unique to ECU, nobody here has any idea of how we can possibly do it. The easiest way might be to keep vacant positions unfilled and to fire enough people to make the cut. That number, 10% is so huge that engaging in strategic cuts might not seemed possible. However, it must be attempted. And it has to be done in collaboration between administrators and faculty. And it must be done with clear and frequent

There is no time in recent memory when a long break between semesters is more needed than this academic year.

As it is to be expected under current circumstances, this Fall, faculty's efforts have been spent in adapting to a new teaching environment and schedule. But that is not all we have been doing. Candidates for tenure and promotion have put together their Personnel Action Dossier for consideration by their tenured colleagues. We, the tenured faculty, have given a thorough review of their dossiers and have spent long hours in virtual meetings discussing their merits. In April, when the worthy candidates' names get to your agenda, Trustees can be assured that these faculty members have earned the tenure or promotion that they are seeking.

Also, during this semester, both tenure-track and fixed term faculty will be asking their tenured colleagues to observe and evaluate the teaching effectiveness of their courses. With Spring, we will begin the cycle of writing progress toward tenure letters, examining Portfolios for reappointment of non-tenure track faculty, putting together our annual evaluations, writing letters of recommendations for students who are applying to graduate schools or seek honors, scholarships...

Of course, we will once again invest time and energy in improving our teaching. Many of us, myself included, are quite new to teaching 100% online, we will seek the help of the Office of Faculty Excellence and will follow the recommendations of our colleagues in the Faculty Senate Distance Education Committee about making our courses more engaging.

You can see from this brief overview that, contrary to popular misconceptions, faculty are not solitary wolfs interested only in their obscure topic of research and disconnected from the world, our colleagues, or students. Our professional life is collaborative and interdependent. Our success is due in part to the support we have received along the way.

on April, Tenured faculty have just completed a thoroughly review of the Personnel Action Dossiers of candidates for tenure and or promotion. Faculty

the review of Personnel Action Dossiers for candidates for tenure and promotion. By the time Trustees get to see the Personnel Summary Form of candidates, the names of those recommended, they would have gone through an minil have attended a few meetings of this board by now, and although not yet complete, my understanding of the complexities of your duties is much increased since July. Since we are all seating around this table because we believe not only in ECU in specific, but in the value of higher education in general, I would argue that the April's meeting of the BoT is the most important one in the calendar.

your April meeting is the most important one in your calendar. That is when you, as the ..... of the University confer tenure and or promotion to deserving faculty members. Each one of the faculty you approve has gone through a review process that starts with the review by their peers. The By the time the recommendations However biased you might think I am, I still think that your April meeting isnow and In April you will have tlf this Fall the faculty had to focused a lot of energy to adapting to a new teaching environment and schedule, we expect to have to

faculty would need the long break between Fall and Spring semesters than

Staff Senate remarks  
ECU Board of Trustees  
November 6, 2020

**BOT Talking Points**

- (2) representatives on fiscal sustainability coordinating committee
  - Hector Molina (Chair Elect) & Aisha Powell (Vice Chair)
- Service Awards (delayed almost 8 months to a year before received)
- Racial Equity Task Force results (ECU 3<sup>rd</sup> in UNC System in participation)
  - 12% of all UNC system staff employee
  - Behind UNC and NC State
  - November 10 at 1pm on UNC TV (Racial Equity Task Force)
    - Discussing findings from the surveys and feedback from the virtual town halls
    - Members of task force will also discuss and prioritize draft recommendations

**Board of Trustees**  
**Hofler Remarks from the BOV**  
**November 6, 2020**

I am grateful for the opportunity to serve at Chair of the BOV this year. Like all of you, we have had to reimagine our meetings and think about how to advance the work and engage members in a new and different way. We held our First meeting of the year on September 18

Special thanks to Alton and the tech team at ECU. Nothing like pressure when you have over 70 participants from all over the United States counting on you to make the meeting work in a virtual environment.

Couple of highlights: Sara Thorndike and Merrill Flood gave an update on the millennial campus. Jon Gilbert gave an update from ECU athletics. Handshake initiative thru Career Services. College spotlight from the Dr. Z in College of Health and Human Performance.

My goal this year is to engage each and every BOV member in advocacy activity for ECU.

**Nominating Committee**

Had first meeting of the nominating committee. Grateful to Dutch Holland who is chairing that committee this year. Other members include Mark Garner, Jennifer Congleton, DaJuan Lucas and Jonathan Brooks. This group is responsible for developing a slate of new members for this board to approve, as well as offer a slate of recommendations for officers for next year. Be on the lookout for additional information in the coming months to submit nominations for new members.

**Other Committees**

Access Scholars Support – Johna Fauloner  
Communications & Social Media – Henry Taylor  
Enrollment Initiatives – Alisa Cooper

### **Chancellor Search**

I wanted to express our thanks to this board and Chairman Davenport for including the Board of Visitors in the search process. Former chair John Cooper was on the search committee and a few of us were able to participate in campus visits. We're excited about the upcoming year and welcoming a new leader.

### **Thank Mitchelson**

Finally, on behalf of the Board of Visitors, Interim Chancellor Mitchelson – what can I say but just WOW. We are eternally grateful for your service to Pirate Nation in a time when we all needed a calm and steady captain at the helm. With every challenge you faced, your integrity, grace and confidence shone through. You have represented our University to the world in a way that we are all proud of. Thank you.



## Advocacy Committee November 5, 2020

The Advocacy AdHoc Committee met during the regular scheduled Board of Trustees meeting on Nov. 5, 2020. Chair Scott Shook called the meeting to order and asked Megan Ayers to call the roll. All committee members were present: Leigh Fanning, Max Joyner, Vince Smith, Scott Shook and Angela Moss.

Mr. Shook read the conflict of interest statement and no conflicts were identified.

Mr. Shook asked for a motion to approve the minutes from the September 10, 2020 meeting. Ms. Moss motioned approval and Mr. Joyner seconded.

The committee proceeded with a roll call vote:

Leigh Fanning - yay  
Max Joyner - yay  
Scott Shook - yay  
Vince Smith - yay  
Angela Moss - yay

The committee identified key constituent groups and reviewed liaison assignments for 2020-2021:

NC General Assembly: Scott Shook, Leigh Fanning, Max Joyner  
UNC Board of Governors: Angela Moss  
Board of Governors: Max Joyner  
Pirate Club Executive Board: Scott Shook  
Alumni Association Board of Directors: Vince Smith  
Medical & Health Sciences Foundation Board: Angela Moss  
ECU Foundation Board: Vince Smith

The committee heard a state relations update from Michelle Brooks. President Hans directed campuses to submit policy agenda items for consideration of addition to the system's legislative agenda. ECU has submitted items to the system office. The Board of Governors committee will review all campus policy requests and vote to recommend approval of addition to the system's legislative agenda at the November Board of Governors meeting.

Hearing no further business to come before the board, Mr. Shook adjourned the meeting.

Michelle advised the committee that she will keep them up to date on the progress of ECU's policy agenda items.

Hearing no other items, Mr. Shook asked for a motion to adjourn the committee meeting. Mr. Joyner motioned and the committee meeting adjourned.

**Health Sciences Committee  
November 5, 2020**

- Minutes from the September 10, 2020 meeting were approved.
- Dr. Mark Stacy reviewed the Health Sciences Division metrics that were selected for the dashboard. For ECU Physicians' financial performance, overall volumes and patient gross charges continue to improve from the lows in April – July periods. The UPL payment that was budgeted to be received in Sept. was not received until Oct. If received in Sept., a budget surplus of \$400K would have been reflected in Sept FYTD. Outpatient Arrived visits are up FYTD 3.2%. ECUP revenue continues to improve. Personnel expenses are down 1.4% to budget (\$590K). Given the difficulties of operating in a pandemic environment, we continue to see the scores increase month over month, although just short of the goal for this period for patient experience scores. An upward trend of published materials should be reflected in the next report from the time when researchers/writers were spending time in lockdown.
- Dr. Mark Stacy provided a brief Health Sciences Division update. The Laupus Library was awarded a \$75K grant to provide laptops and health education instruction to middle and high school children of migrant farmworker families in Eastern NC. The College of Nursing received its 4<sup>th</sup> Center of Excellence designation. Dr. Anne Dickerson, professor in the Dept. of Occupational Therapy in the College of Allied Health Sciences, received the 2020 Governor's Award for Excellence in Public Service from Governor Roy Cooper. This is the highest award given to a state employee. The School of Dental Medicine clinics have provided oral health care for more than 75K patients from all 100 NC counties. A team in the Brody School of Medicine's Dept. of Psychiatry & Behavioral Medicine has received a \$1.2M federal grant to expand telehealth-based mental health services in NC. The first annual Interprofessional Case Competition was held this past Saturday as part of the division's focus on interprofessional education and collaboration. This new healthcare-centric interprofessional case competition bring together interprofessional teams of health professions students, across multiple professional schools and programs, to develop and present a proposed solution to a relevant issue in Eastern NC.
- Dr. Peter Schmidt, Vice Dean of the Brody School of Medicine (BSOM) provided an update on COVID related activities at the BSOM. Dr Schmidt discussed the rising incidence of COVID cases in Pitt County and in NC over the past several days. Dr. Schmidt also provided an overview of the COVID research underway at the school of medicine. The \$15M of CARES Act funding received from the NC General Assembly is focused toward developing better treatments, advancing vaccine research and minimizing COVID-19's impact in the region and state while contributing to the global body of knowledge about the novel coronavirus. Scientists at ECU can now safely study infectious agents or toxins through renovated labs and process and evaluate tissue samples infected with pathogens

**Health Sciences Committee  
November 5, 2020**

with new equipment purchased with these funds. The collective understanding gleaned from this research will continue to provide benefits for years to come.

- Mr. Michael Denning, M.D. Candidate, discussed his experiences as a first-year student of the BSOM. Recognizing the uniqueness in the needs of the rural areas in Eastern NC and the mission of the BSOM is why he chose to attend ECU. Before attending medical school, he was able to gain experience through shadowing physician leaders at the BSOM and he was amazed at how the physician leadership were attentive and responsive to patients and him alike. ECU and the BSOM have provided Mr. Denning with a home and a foundation for learning and he thanked the leadership for their hard work and dedication.

**ECU BOT Health Sciences Committee Action:**

**Action Items from closed session to be announced in open session:**

*Request – The Board approve the following motion:*

I move that:

- The Board approve the appointment with tenure for Dr. Jason B. Hack in the Brody School of Medicine as presented in the board materials.
- The Board approve the appointment with tenure for Dr. Holly R. Ellis in the Brody School of Medicine as presented in the board materials.



**Minutes from the Audit, Risk Management, Compliance, and Ethics Committee  
November 5, 2020 – Main Campus Student Center and Online MEETING**

The Audit, Risk Management, Compliance, and Ethics Committee of the ECU Board of Trustees met online and in person on November 5, 2020.

Committee members present: Vince Smith (Chair), Jason Poole (Vice Chair), Tom Furr, Van Isley, and Tucker Robbins.

Other board members present: BOT Chair Vern Davenport, Bob Plybon, Angela Moss, and Scott Shook

-----

Vince Smith, Chair of the Committee, convened the meeting at 8:18 AM. Mr. Smith read the conflict of interest provisions as required by the State Government Ethics Act. Mr. Smith asked if anyone would like to declare or report an actual or perceived conflict of interest. None were reported.

Mr. Smith asked for the approval of the minutes of the September 10, 2020 committee meeting.

**Action Item:** The minutes of the September 10, 2020 committee meeting were approved with no changes.

**Review of Operational Metrics**

The committee reviewed the operational metrics related to Internal Audit, Healthcare Compliance, Research Compliance, and Athletics Compliance. For the year to date, Internal Audit is ahead of schedule on audit plan completion, and above the metric for the auditor productivity rate. Management has completed or made satisfactory progress on 100% of the audit recommendations that Internal Audit followed up on from July through October.

Athletics Compliance and Healthcare Compliance are exceeding their metrics for the number of compliance education sessions. Healthcare compliance is also exceeding the metric for the number of provider documentation reviews that have been completed. For the year to date, healthcare providers have an 89.9% pass rate, slightly below the 90% benchmark.

**Action Items**

Mr. Wayne Poole presented changes to the University's annual audit plan. Two audits were added, and one audit was removed from the plan. Trustee Jason Poole moved that the changes be approved; Trustee Furr seconded the motion. The committee approved the changes as presented in the Board materials.

**Informational Items**

**Enterprise Risk Management – Dr. Sara Thorndike**

Dr. Thorndike briefed the committee on this year's changes to the Enterprise Risk identification and ranking process. This year's process included more involvement and collaboration of ERM Committee members and input from other University constituents. Dr. Thorndike shared the top risks list that was derived from this process and discussed the underlying impacts of the COVID-19 pandemic on the top risks. While the top risks existed prior to the pandemic, the impacts are magnified in the current environment. Dr. Thorndike advised that each of the top10 risks is assigned to a member of the Chancellor's cabinet for monitoring and mitigation.

**Office of Internal Audit – Mr. Wayne Poole**

Mr. Poole reminded the committee that the University's annual financial statement audit has been completed by the North Carolina State Auditor. The State Auditor's report was published earlier this week and the audit contained no findings.



**Minutes from the Audit, Risk Management, Compliance, and Ethics Committee  
November 5, 2020 – Main Campus Student Center and Online MEETING**

Mr. Poole briefed the committee on the results of two recently completed internal audits – an audit of the Canvas Learning Management System and an audit of the University's IT Incident Response Process.

**Healthcare Compliance Update – Ms. Michelle DeVille**

Ms. DeVille briefed the committee on the highest priority healthcare compliance topics this fall. She advised us that numerous temporary federal regulatory changes have occurred as a result of the pandemic, related to patient billing and HIPAA security. Her team is monitoring the continuing changes. Some are expected to become permanent and some of the relaxation of regulatory requirements will likely end. Ms. DeVille also briefed us on her office's expanding review of controlled substance prescriptions written by ECU Physicians and School of Dental Medicine providers.

**Closed Session**

At 8:48AM, Trustee Jason Poole made a motion to go into Closed Session in order to protect the confidentiality of internal audit workpapers and other information that is considered confidential pursuant to applicable NC general statutes. The motion was seconded and approved unanimously.

The committee returned to open session at 9:06AM.

**Other Business**

There being no further business, the Committee meeting was adjourned at 9:07 AM.

---

Respectfully submitted,  
Wayne Poole  
ECU Office of Internal Audit and Management Advisory Services

**Highlights**  
**Athletics & Advancement Committee**  
**November 5, 2020**

Metrics for period ending October 31, 2020 look good. East campus numbers were \$9.5M. West campus fundraising is in the green and ahead for the year.

Gerald Prokopowicz is the chairperson for the ad hoc Naming committee. The committee has been pulled together. There will be extensive research done with the plan for the committee to report back in February. The intent is to have this review and finalization by the April board meeting. A standard will be established by the board that will guide the criteria for renaming or removing names.

October was a good month overall for the athletic annual fund; however, they may remain in the red for the remainder of the year. Nonannual fund figures trended better in October as well.

Athletics has a net loss of \$20M. Almost \$8M in reduction in expenses has occurred.

Basketball is set to start on November 25<sup>th</sup>. If/when the guidelines change for gatherings admission will be based on the priority point system.

Beginning in February every other sport (except football) will play and there will be costs associated with contests which includes COVID testing three times per week for basketball and possibly other indoor sports. Outside contests may require less testing. Staffing of these events will incur costs as well.

A special campaign will roll out in the next 48 hours to the Pirate Club donor base addressing the fragile time we are in and asking them to invest in ECU athletics. The campaign will run until the end of the year.

Mr. Gilbert notified the committee that ECU will not have a contest against Marshall on December 5<sup>th</sup>. There is still potential to add a game on December 5<sup>th</sup> but for now we must leave the date open in case a conference game needs to be rescheduled. If the rescheduling of a conference game is not required the Dec. 5<sup>th</sup> open date may become an option for another game. Marshall is having a celebration in memory of the crash that occurred in 1970. Former ECU players will attend and ECU will send flowers for the celebration.

There is one naming opportunity for full board approval.

**East Carolina University | Board of Trustees  
Finance & Facilities | In Person & Virtual | November 5, 2020  
Minutes**

The Finance & Facilities Committee of the ECU Board of Trustees met in person and virtually on November 5, 2020 at 1:30 pm. Committee members in attendance included Bob Plybon, Jason Poole, Van Isley, Max Joyner, Jr., and Angela Moss.

**I. APPROVAL OF MINUTES**

- A. The Committee approved the minutes from the September 10, 2020 meeting.

**II. ACADEMIC YEAR 2021-2022 FEE PROPOSALS**

- A. Sara Thorndike, VC for Administration & Finance, reviewed the academic year 2021-2022 fee proposals. The Committee approved the recommended proposals.

**III. REVIEW OF OPERATIONAL METRICS**

**IV. INFORMATIONAL ITEMS**

- A. Sara Thorndike, VC for Administration & Finance, provided the Comprehensive Budget Report.
- B. Sara Thorndike, VC for Administration & Finance, provided the Report of Approved EHRA Employee Salary Adjustments.
- C. Sara Thorndike, VC for Administration & Finance, provided the Pension Report.
- D. Sara Thorndike, VC for Administration & Finance, shared the Employee Engagement Survey.
- E. Bill Bagnell, Associate VC for Campus Operations, provided information on the Designer Selections since the last Board Meeting.
- F. Bill Bagnell, Associate VC for Campus Operations, updated the Committee on Capital Projects.

## University Affairs Meeting – Board of Trustees – Talking Points

### ■ Metrics Review

- **Academic Affairs** – Grant Hayes shared the applications number for new freshman - 14,642 to date (just two behind next year). Our deposits are trailing just behind, but that's not unexpected due to the pandemic. Transfer applications are trending ahead – we have more than 900 spring applications and that's up by 200 over last year. We are trending positive on transfer deposits too.
- **Research** – Mike Van Scott – The research awards and sponsored awards are tracking well and we are on target to hit our targeted goals. This is pretty remarkable during these times and we are very proud of the work being done.
- **Student Affairs** – Virginia Hardy – The housing contract numbers for spring - . we have about 1,800 students that have signed up to stay in the halls in January – For counseling – students are down just 15 from our target number and 45 below last year as the students are acclimating to the tele-therapy process quite well. Number of students are down but the number of appointments is up, which means we are serving them well.

### ■ Academic Affairs – Grant Hayes

- **College of Business Grad School Proposal** – The College of Business is working to elevate the status of graduate programs to a College of Business Graduate School and open the possibility of a naming of the school. Grant Hayes presented the proposal.
  - Dr. John Rausch shared the concept of the proposal. NC State and Univ of Florida have similar type schools. There is an alumnus interested in naming this school. This would allow us to recruit better and work with local industries for student projects and curriculum enhancement.
  - **MOTION – Tucker Robbins made the motion and it was seconded by Max Joyner – the motion was approved without dissent.**
- **Conferral of Degrees** – On December 4, 2020, the 112<sup>th</sup> Fall Commencement will be held – asked for conferral of degrees.
  - **MOTION – Tucker Robbins made the motion and it was seconded by Max Joyner – the motion was approved without dissent.**

### ■ Informational Items

- **Student Affairs – Virginia Hardy**
  - COVID Testing – Dr. Hardy shared the current and future plans related to COVID Testing. She shared that we have two entire residence halls for Q/I space for the spring semester.
  - Dr. Lanika Wright, director of Student Health, shared some of the numbers from June 8 – Oct. 31. The numbers include students on campus, some off-campus and student athletes. Since the three-week surge in Aug-Sept, the average number of positives are way down. There are three main

reasons we are testing – treat, identify, and contain. Dr. Wright explained the three different types of tests – Antigen, PCR/Molecular Tests – Antibody Tests. The PCR/Molecular test is the gold standard and one we use at Student Health for our students. We are hoping to be able to add saliva testing, partnering with Brody, in the spring.

- She shared the fall testing plan for the 800 students living in the hall. All students staying in the halls were tested when they went in and then 25% of the population is tested weekly. The drive-thru testing has been well received by our students. And we are offering exit testing to our on-campus students before they leave for break.
  - Dr. Wright shared the plan for spring testing for on-campus students – they will have to have a negative test before they can move into the halls. About two weeks after move-in in the fall, we saw a big spike in cases so we will add mass testing two weeks after the spring starts to make sure we are aware of our current situations.
- **College of Engineering and Technology Spotlight** – Harry Ploehn, Dean of the College of Engineering and Technology (CET), shared a spotlight on the college. He shared the priorities tied to Maximizing Student Success in CET including student engagement, student groups and CET research with students and faculty. New efforts include a marketing, outreach and recruiting plan; academic advising staffing, first year and transition program for coaching; and experiential learning programs; investing in space in Rawl and Bate; space in the Bio Life Sciences Building and more. He shared some of the investment initiatives being planned in the Export Leaf Building to creating a Manufacturing Pathways Program.



## **Proposal for the Creation of the East Carolina University College of Business Graduate School of Business**

### **Introduction**

---

East Carolina University (ECU) proposes to create a new academic unit within the College of Business. This new unit will address multiple items within the ECU strategic plan.

Trends in technology and globalization have significantly altered the way businesses operate today's global business environment. With these rapid changes come new challenges to businesses at all levels and in all areas. The ECU College of Business (COB) proposes a new Graduate School of Business to fill this gap. The distinctiveness of the new school will focus on building the next generation of business leaders with relevant programs and cutting-edge approaches to address and resolve the business needs of eastern North Carolina, yet it will serve as hub for graduate education in business throughout the state, nation, and globally.

The new Graduate School of Business (GSB) will be responsible for all aspects of graduate programs in the COB. It will be responsible for administering academic policies that impact graduate education, most notably those involving curricula and degree programs. The school will advise prospective and existing students, administer scholarships and graduate assistantships, and promote graduate programs in business.

Additionally, the GSB will cultivate current relationships and build new rapport with businesses and industry in the community. Given the revolving needs of industry, relationships are an effective way to identify workforce needs and ensure curricula and programs are properly meeting the needs of the region. Furthermore, opportunities for sponsored course projects with businesses help future leaders bridge the gap between concept and real-world challenges.

### **Purpose**

---

To positively impact the region and beyond by equipping students with the knowledge and skills to provide solutions to real-world business challenges.

### **Vision**

---

To be the destination school for students seeking to lead in a global business environment.

## Mission

---

The Graduate School of Business provides students transformational learning experiences through programs which provide cutting-edge approaches to becoming successful leaders in a global business environment.

## Goal

---

To serve ECU's growing diverse population of students in programs who will graduate and apply the knowledge and skills gained to navigate risk and change, and solve real-world business problems in their work environment, whether it be a small business or large organization.

## The New COB Graduate School of Business

---

ECU's College of Business was formed in 1958 as the Department of Commerce. In 1965, it became the School of Business and in 2003, the College of Business. The College of Business' graduate program was accredited by the Association to Advance Collegiate Schools of Business (AACSB) in 1976. AACSB accreditation is the hallmark of excellence in business education and has been earned by less than five percent of the world's business schools. Out of North Carolina's 23 business schools, ten, including ECU, are accredited by the AACSB. The graduate program is also one of 212 graduate business programs with membership in the Graduate Management Admissions Council.

In 2004, East Carolina became one of the first universities in the United States to offer the MBA with a completely online option. While many other MBA programs have added online courses, ECU remains a market leader in this highly competitive space. East Carolina's MBA program is consistently ranked as a Best Buy for online education.

The COB continues to adapt to market conditions as evidenced by the creation of multiple certificate programs. Certificates are designed to give students additional insight into specific industry issues, such as health care or supply chain management. Certificates can be awarded in conjunction with the MBA degree, or "stand-alone" without enrollment in the MBA program.

The new Graduate School of Business will be the third school within the COB; currently housed are the Miller School of Entrepreneurship and the School of Hospitality Leadership, and five academic departments. The creation of the new school is intended to elevate the brand of COB graduate degrees. We anticipate that the strengthened stature of graduate programs within the College will enable it to accelerate the development of relevant certificates and degree programs, including a potential self-sustaining Doctor of Business Administration.

The GSB will replace the Office of Graduate Programs currently housed in the College's Center for Student Success, along with career services, advising, and business communications. While

our graduate programs office has been successful in overseeing the Master of Business Administration (MBA), Master of Science in Accounting (MSA), and Master of Science in Sustainable Tourism (MSST) programs, as well multiple certificates, it is not positioned for the exposure meriting of a graduate school with over 1,000 students.

## Funding

---

The GSB will initially be funded through two primary sources, state allocations and student fees. A portion of state funds provided to the COB for operating expenditures will be allocated the GSB, and graduate fees assessed for business courses will be used for graduate assistantships, scholarships, and promotion of graduate business programs.

Alumni and other external support will also be critical to the unit's success. The increased academic reputation associated with a GSB will help attract this type of funding to enhance the quality and quantity of the College's graduate programs. The COB anticipates developing a relationship with an external party to formally name the GSB and secure a significant source of funds. The funding generated by the GSB will be used to effectively increase student enrollment, including the solicitation of a more diverse student body. The additional funding can also be used to stimulate graduate research in the various business disciplines; this includes funds for data collection and analysis as well as travel.

## Faculty and Staff

---

The Graduate School of Business will be led by a Director who will be responsible for, among other things, the School's planning, budget, personnel, and fund development. The staff of the GSB will include academic advisors, administrative support, and graduate assistants. The director and staff will be responsible for communicating with approximately 1,000 enrolled students each semester as well as numerous prospective students seeking information about graduate programs. They will also create promotional materials and solicit applicants by attending graduate fairs and workshops across the state.

Some of these positions will move to the GSB from the College's existing Center for Student Success. Newly created positions needed to meet the GSB's goals and objectives will be funded by student fees and COB operating funds, allowing external resources (such as alumni donations) to be used for non-salary expenditures, such as program promotions and graduate research opportunities.

## Collaboration

---

The GSB will work closely with the departments and schools in the COB to maintain the quality of existing programs of study, and to develop new and innovative academic programs. It will seek input from faculty, alumni, employers, and advisory boards for insight into the curricula and

degrees offered by the GSB. A close alliance between the GSB and industry will determine the market's need for additional graduate certificates and how the COB can fulfill those demands.

The GSB will also collaborate with small businesses in the region to promote business growth by problem-solving a variety of issues through sponsored course projects. It will enhance the education of students by their identification, analysis, and development of solutions for businesses that seek assistance from graduate programs.

The COB works with a wide range of departments at ECU to enhance graduate education. Business courses are included in the following graduate certificate programs: Department of Geography, Planning, and Environment (certificate in Development & Environmental Planning), Department of Health Services and Information Management (certificate in Health Care Management), International Studies certificate in International Management), and Department of Kinesiology (certificate in Sport Management). New certificates under consideration in the GSB will also seek collaboration across campus, such as the accounting department working with criminal justice in developing a certificate in fraud and forensics.

Increased funding for research generated by the GSB will provide more opportunities for graduate students and faculty to travel and develop relationships with other UNC institutions. In addition, the GSB will continue to offer courses to students at other schools in the system through the UNC exchange system.

## Summary

---

Creating the Graduate School of Business will increase the academic reputation the COB's graduate programs and help attract external funding to enhance both the quality and quantity of the College's graduate programs. The GSB will be an example of efficient and effective academic management. It will have a lean administrative structure and will work collaboratively across campus and the community to achieve its core objectives of administering academic policies that positively impact graduate education and cultivating relationships with businesses and industry. The GSB will serve as a regional hub for the integration of the resources available to communities in Eastern North Carolina and will encourage collaboration between the COB and industry partners.

---

We hope that you will support the creation of the ECU College of Business Graduate School of Business and can see the benefits it can bring to students, faculty, and the business community in the region and beyond.

Sincerely,

John T. Reisch, PhD, CPA  
Associate Dean



TO: Dr. Grant Hayes, Acting Provost, and Senior Vice-Chancellor  
Dr. Dennis O'Reilly, Chair, COB Code Unit Proposal Committee

CC: Dr. John Reisch, Interim Associate Dean, College of Business  
Dr. Paul Gemperline, Dean, Graduate School

FROM: Dr. Paul Schwager, Dean, College of Business 

DATE: April 16, 2020

RE: Creation of the Graduate School of Business

The College of Business is proposing a Graduate School of Business (GSB) within the College of Business organizational structure. This proposal has been approved by the COB Code Unit Proposal Committee as well as eligible faculty within the College. I concur with these actions. We believe this is a strategic move that will not require additional resources. Instead, we hope it will enhance our academic programs and position us to garner additional external resources.

The newly created GSB will be led by a Director who will oversee the administrative functions of the School, consistent with the current COB Code. In addition, we will maintain our Graduate Committee, which has representation from each academic discipline within the College and maintains oversight of graduate programs within the COB. The GSB will also retain its current reporting relationship with the ECU Graduate School. We believe this structure to be robust and quite effective.

In the COB, we have been placing additional emphasis on enhancing the quality and quantity of our program offerings. Recently, we have:

- Created additional graduate certificates that have improved graduate SCH as well as met industry needs
- Received initial permission to plan for a Doctor of Business Administration that would be an executive type program and self-sustaining
- Improved enrollment in the MS Accounting
- Begun exploration of online delivery for the MSA

We anticipate that by elevating the stature of graduate programs to a school within the College, we will:

- Accelerate the development of relevant certificates and degree programs
- Raise the academic reputation of our programs

- In the model of the Miller School of Entrepreneurship, explore more collaboration with colleagues across campus
- Attract additional external funding

As we look to the future, we are looking at the University of Florida as a model for enhancing the efficiency of our programs while improving our academic quality. UF's current structure:

- Warrington College of Business
  - Heavener School of Business (Undergraduate)
  - Fisher School of Accounting
  - Hough Graduate School of Business

Thank you for considering our proposal.

**COVER/SIGNATURE PAGE**

**PROVISIONAL UNIT CODE OF OPERATIONS**

**UNIT NAME: College of Business**

**SCHOOL/COLLEGE OF: Business**

**EAST CAROLINA UNIVERSITY**

Provisional Code Approval

- 1. Approved by the applicable code unit voting faculty members:

Chair, Code Unit Proposal Committee DocuSigned by: Dennis O'Reilly Date: 04/07/2020  
12CB39AA4B94457...

- 2. If changed, reapproved by applicable code unit voting faculty members\*:

Chair, Code Unit Proposal Committee \_\_\_\_\_ Date: \_\_\_\_\_

- 3. Submitted to Next Higher Administrator for advice:

Administrator DocuSigned by: Paul H. Schwager Date: 04/16/2020  
9776C75824F34BD...

- 4. Reviewed/recommended by Educational Policies and Planning Committee (EPPC):

Chair, EPPC DocuSigned by: Mark Bowler Date: 04/17/2020  
E4340D8A42B04AA...

- 5. Approved by the East Carolina University Faculty Senate: **Resolution #20-38**

Chair of the Faculty DocuSigned by: Jeff Popke Date: 04/28/2020  
E48D77A54F9D42A...

- 6. Approved by East Carolina University Chancellor/or designee:

Chancellor: DocuSigned by: Ron Mitchelson Date: 5/26/2020  
858E6A73572442B...

Effective Date of Unit Code is the date of the Chancellor's Signature:

Effective Date of Code: \_\_\_\_\_

\* Any changes to the code that are made after the original approval by at least two-thirds of the applicable code unit voting faculty members must be approved again by at least two-thirds of the applicable code unit voting faculty members.



April 8, 2020

Dr. Paul Schwager  
Dean, College of Business  
East Carolina University  
3119 Bate Building  
Greenville, NC 27858

Dear Dr. Schwager:

The Code Unit Proposal Committee met on April 7, 2020, to discuss the proposal to create a Graduate School of Business to be housed in the College of Business. The committee voted unanimously to move forward with the proposal. Those members of the committee voting included me, Dr. John Drake, MIS Associate Professor; Dr. William Swart, MSCM Professor; Dr. Joy Karriker, MGMT Associate Professor; Dr. John Reisch, ACCT Professor; Dr. Christine Kowalczyk, MSCM Associate Professor; Dr. Cynthia Deale, SHL Professor, Dr. James Nelson, Finance Associate Professor and, Mr. Paul Russell, Director of Graduate Programs.

Sincerely,

A handwritten signature in black ink that reads "Dennis O'Reilly". The signature is written in a cursive, flowing style.

Dennis M. O'Reilly  
Professor of Accounting  
Chair, Code Unit Proposal Committee



April 16, 2020

Dr. Paul Schwager  
Dean, College of Business  
East Carolina University  
3119 Bate Building  
Greenville, NC 27858

Dear Dr. Schwager:

On April 15, 2020, the Code Unit Proposal Committee for the College of Business conducted a faculty vote on the proposal to create a Graduate School of Business. There were 82 eligible faculty members. We recorded 63 votes of yes, and 0 votes for no. The 77% vote in favor exceeds the two-thirds positive vote needed for the proposal to move forward.

Sincerely,

A handwritten signature in black ink that reads "Dennis O'Reilly". The signature is written in a cursive style with a large, prominent "D" and "R".

Dennis M. O'Reilly  
Professor of Accounting  
Chair, Code Unit Proposal Committee

## COVER/SIGNATURE PAGE

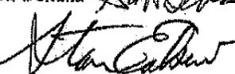
REVISED UNIT CODE OF OPERATION  
 UNIT NAME: COLLEGE OF BUSINESS  
 EAST CAROLINA UNIVERSITY

THIS CODE ALLOWS FOR FACULTY PARTICIPATION IN AND ESTABLISHES  
 PROCEDURES FOR THE UNIT'S INTERNAL AFFAIRS AND IS CONSISTENT WITH  
 THE EAST CAROLINA UNIVERSITY FACULTY MANUAL.

## Revised Unit Code Approval

1. Approval by the tenured faculty of the Unit:

Chair, Code Unit Committee Scott Dellana  Date: 9/23/2016

Unit Administrator Stanley Eakins  Date: 10/6/16

2. Submitted to Next Higher Administrator for advice:

Administrator Ron Mitchelson, Provost and Senior Vice Chancellor  Date: 11/4/2016  
 2/15/2017

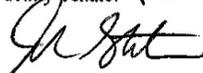
3. If changed, reapproved by tenured faculty of the unit\*:

Chair, Code Unit Committee Scott Dellana  Date: 2/10/2017

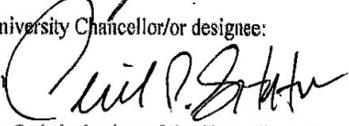
4. Reviewed/recommended by Faculty Senate Unit Code Screening Committee:

Committee Chair Patricia Anderson  Date: 4/18/17

5. Approved by the East Carolina University Faculty Senate: Fs Resolution #17-42

Chair of the Faculty John Stiffer  Date: 4-18-17

6. Approved by East Carolina University Chancellor/or designee:

Chancellor Cecil Staton  Date: 6/9/17

(Effective Date of Unit Code is the date of the Chancellor's Signature)

\* Any changes to the Code that are made after the original approval by a majority of the tenured faculty of the unit, in response to advice received from the next higher administrator, must be approved again by a majority of the tenured faculty of the unit.

## Table of Contents

Section I. Preamble, Purpose, Vision and Mission .....	Page 1
Section II. Faculty .....	Page 1
A. Definition of the Faculty .....	Page 1
B. Criteria for Serving as a Voting Faculty Member .....	Page 1
C. Criteria for Appointment to the Graduate Faculty .....	Page 2
D. Criteria for Emeritus Status .....	Page 2
Section III. Administrative Organization of the College of Business .....	Page 2
A. The Dean .....	Page 2
B. The Associate Dean .....	Page 2
C. Other Administrative Officers .....	Page 3
D. The College of Business Departments/Schools.....	Page 3
E. Selection and Evaluation Procedures for Administrators .....	Page 5
Section IV. Committees of the Unit .....	Page 5
A. Standing Committees .....	Page 5
B. Personnel Committee, Tenure Committee, and Promotion Committees .....	Page 11
Section V. Evaluation of Faculty .....	Page 13
A. Procedures and Criteria for Evaluations of Tenured and Probationary Faculty .....	Page 13
B. Procedures and Criteria for Evaluations of Fixed-Term Faculty .....	Page 15
C. Advancement in Title for Fixed-Term Faculty .....	Page 16
D. Standards for Performance (Post-tenure) Review of Tenured Faculty .....	Page 20
Section VI. Procedures for Meetings Within the College of Business .....	Page 20
Section VII. Voting by the Faculty of the College of Business .....	Page 21

Section VIII. Budget and Annual Report .....	Page 21
Section IX. Amendment Procedures and Enabling Provisions .....	Page 22
Section X. Selection and Evaluation of Administrators .....	Page 22
A. Selection of Administrators .....	Page 22
B. Evaluation of Administrators .....	Page 22
Appendix A .....	Page 23

[LINK TO COLLEGE OF BUSINESS FACULTY HANDBOOK](#)

## COLLEGE OF BUSINESS CODE

### Section I . Preamble, Purpose, Vision and Mission

This Unit Code allows for faculty participation in and establishes procedures for the unit's internal affairs and is consistent with the East Carolina University (ECU) *Policy Manual*, the ECU *Faculty Manual*, and all established University policies.

This Unit Code provides a means for shared governance between administrators and faculty. It establishes procedures which allow the faculty of the College of Business (COB) to follow ECU *Faculty Manual* procedures up to the appropriate Vice Chancellor on appointments, reappointments, promotions, and permanent tenure. This Unit Code identifies those College responsibilities which have been delegated to the Departments/Schools by the Dean. It reflects these delegations but remains consistent with the intent of the ECU *Faculty Manual*.

#### COB Purpose:

We build leaders who inspire, innovate, create, and positively impact society.

#### COB Vision:

To be the business school of choice for tomorrow's leaders

#### COB Mission:

Learn Today. Lead Tomorrow.

East Carolina University's COB provides an engaging learning environment to the leaders of today and tomorrow while expanding business knowledge and serving our communities. The foundation of our mission is the integration of four critical elements: Think, Value, Communicate, Lead.

## Section II. Faculty

- A. Definition of the Faculty – In accordance with the *ECU Faculty Manual*, Part VIII and Part IX, the general faculty shall consist of all members of the teaching, research, or administrative staff who hold an academic rank or title. It is the responsibility of the COB faculty to provide course instruction, produce scholarly works, and engage in service. The definitions of voting faculty and Graduate Faculty, are consistent with those described in the *ECU Faculty Manual*, Part IV and Part II, respectively. Emeritus Faculty is defined herein and in the *ECU Faculty Manual*, Part VIII.
- B. Criteria for Serving as a Voting Faculty Member in the College of Business
1. The responsibility for voting on the Unit Code rests with permanently tenured faculty members who qualify under the criteria established in the *ECU Faculty Manual*, Part IV.
  2. For voting on the initiation, review and approval of appointments, reappointments, promotions, and conferral of permanent tenure, voting faculty members are determined by the criteria established in the *ECU Faculty Manual*, Part IX.
  3. For curriculum approval at the undergraduate level, the voting faculty shall be composed of all permanently tenured faculty, probationary term faculty, and fulltime fixed-term faculty of the Unit. For curriculum approval at the graduate level, the voting faculty shall be composed of the Graduate Faculty as defined in section II.C of this Unit Code.

### C. Criteria for Appointment to the Graduate Faculty

The COB voting Graduate Faculty shall consist of those faculty who have been appointed as Graduate Faculty members, Associate Graduate Faculty members, or Graduate Teaching Faculty members of the ECU Graduate Faculty as defined in the *ECU Faculty Manual*, Part II. Criteria for appointment are found in the *COB Faculty Handbook*, incorporated herein by reference and maintained in the College office, Faculty Senate office, and available to all faculty members through the COB SharePoint site (Policies & Procedures area). Only faculty who hold status as a Graduate Faculty member may vote on graduate issues.

### D. Criteria for Emeritus Status

The COB recognizes emeritus status for retired, permanently disabled, or deceased faculty members who have made significant contributions to the COB and the University through a long and distinguished record of scholarship, teaching, and service. A recommendation for emeritus status must be initiated by the Department/School Personnel Committee, approved by the Chair/Director and forwarded to the Dean. This recommendation is sent to the next higher administrator. Emeritus status will be conferred on faculty following the *ECU Faculty Manual*, Part VIII.

### Section III. Administrative Organization of the College of Business

- A. The Dean is the chief executive officer of the COB. This position, as established by University policies available in the ECU *Faculty Manual*, Part II, entails fundamental internal and external functions. Internally, the Dean is responsible for leadership in program development, staffing, and the maintenance of balance and integration in academic programs offered by the College. Externally, the Dean is responsible for the maintenance and development of academic and administrative relationships with the institution at various levels as well as for appropriate interaction with business and professional organizations, government agencies, and public and private educational institutions. The Dean will ensure that Unit Code procedures are followed. The Dean is responsible for maintaining Association to Advance Collegiate Schools of Business (AACSB) accreditation and for assuring that the accreditation standards are followed and documented. The Dean will oversee both long- and shortterm planning within the College.
- B. The Associate Dean is an administrative staff officer of the COB and is responsible to the Dean for all academic programs offered by the College.
1. Responsibility to the Dean includes assisting in planning, implementing, evaluating, and assuring the quality of all academic programs of the College and their component parts, assisting in the continuous improvement of programs, and performing other duties delegated by the Dean. Academic programs are assessed through an assurance of learning system to promote learning of discipline specific knowledge in accordance with the COB mission.
  2. The Associate Dean is evaluated annually by the Dean and also by a Quadrennial vote of the faculty on the Associate Dean's effectiveness (see Appendix A of this Unit Code)
  3. The Associate Dean is appointed, after a search (either internal or external) and an interview process, by the Dean from among individuals on a list of not more than three nominees furnished by a Search Committee. This Search Committee is constituted as follows: an elected member from each academic Department/School and two at-large members appointed by the Dean. All members are COB faculty. Selection and voting procedures follow Section VII and Section X of this Unit Code.
- C. The Dean may appoint, after an interview process, other individuals who are not administrators as defined by UNC or ECU policies, but fulfill limited roles as associate deans, assistant deans, coordinators, directors and the like. These roles vary depending on the needs of the COB. These individuals are evaluated annually by the Dean and will report to the Dean and serve at his/her pleasure (see Appendix A of this Unit Code for evaluation procedures).
- D. The COB consists of five Departments and **three** Schools. The Departments include the following: Accounting, Finance and Insurance, Management, Management Information Systems, and Marketing and Supply Chain Management. The **three** Schools include the School of Hospitality Leadership, the Miller School of Entrepreneurship, and the **Graduate School of Business**. The administrative head of each Department is designated as the

Department Chair and the administrative head of each School is designated as the Director. The selection, term of office, and administrative review for the head of each Department/School shall be in accordance with established University policies found in the ECU *Faculty Manual*, Part II, entitled “Appointment and Review of Administrative Officers at ECU.”

The Chair/Director of a Department/School is responsible for administration of the Department/School plan, budget, facilities, equipment, instruction, research/creative activity, service, personnel, and fund development. The Chair/Director ensures that Unit Code procedures and University policies are followed. The Chair/Director is also responsible for personnel actions relating to employees subject to the State Human Resource Act (i.e., SHRA employees) assigned to the Department/School. The Chair/Director will utilize University and College resources to carry out duties of the position.

Duties of the Chair/Director include, but are not limited to, the following:

1. Represent the Department/School faculty to the Dean in the administration of the affairs of the COB and the Department/School;
2. Exercise participative management in reaching decisions on Department/School policies;
3. Manage the operation of the Department/School office and staff, and ensure the maintenance of up-to-date records including appropriate storage of all official personnel files;
4. Promote productive and harmonious professional relationships within the Department/School, College, and University;
5. Support the Personnel Committee in faculty recruiting efforts;
6. Evaluate annually each faculty member's performance in teaching, scholarly activity, and service; and recommend salary increments to the Dean;
7. In consultation with the Department/School Tenure Committee, notify annually each probationary-term faculty member with a written statement of progress toward tenure;
8. Inform faculty members on application procedures concerning tenure and promotion processes of the Department/School, College, and University;
9. Provide timely notice to the Department/School Personnel Committee Chair to convene the Personnel Committee, consult with the Committee on personnel matters regarding initial probationary appointments and fixed-term appointments and other functions of the Personnel Committee as specified in the ECU *Faculty Manual*, Part IX; convey the Personnel Committee's recommendations along with the recommendations of the Department Chair/School Director to the Dean for

transmittal, along with the Dean's recommendations, to the Provost and Senior Vice Chancellor for Academic Affairs, as appropriate;

10. Provide timely notice to the Department/School Personnel Committee Chair to convene the Tenure Committee; consult with the Committee on personnel matters as specified in the ECU *Faculty Manual*, Part IX; convey the Tenure Committee's recommendations along with the recommendations of the Department Chair/School Director to the Dean for transmittal, along with the Dean's recommendations, to the Provost and Senior Vice Chancellor for Academic Affairs, as appropriate;
11. Provide timely notice to the Department/School Personnel Committee Chair to convene the appropriate Promotion Committees; and convey the Promotion Committees' recommendations along with the recommendations of the Department Chair/School Director to the Dean for transmittal, along with the Dean's recommendations, to the Provost and Senior Vice Chancellor for Academic Affairs, as appropriate;
12. Give due consideration to the recommendations of Department/School committees;
13. Determine the use of the physical facilities assigned to the Department/School;
14. Develop course schedules and teaching assignments while considering College needs, student needs, and faculty preferences;
15. Prepare and communicate to the faculty brief reports of public and private funds over which the Chair/Director is responsible. These annual reports will include an estimate of funds available at the beginning of the year and a summary of expenditures and changes made during the previous year;
16. Convene a Department/School faculty meeting at least twice a year. Such meetings should have a written agenda and be called at least five working days in advance [see COB Unit Code Section VI];
17. Encourage continuous improvement in all activities within the Department/School;
18. Facilitate development and mentoring programs for probationary term (i.e., tenure-track) faculty;
19. Develop and maintain external relationships, including the use of Advisory Boards as appropriate;
20. Be available to meet with faculty members to discuss individual issues within a reasonable time frame;
21. Complete any other responsibilities assigned by the Dean; and

22. Ensure this Unit Code is followed.

E. Selection and Evaluation Procedures for individuals with other administrative responsibilities are outlined in Section X and Appendix A of this Unit Code.

#### Section IV. Committees of the Unit

All committees, including ad hoc committees, serve in an advisory capacity to the unit faculty and to the Dean. All standing committees shall hold regularly scheduled meetings. Other meetings may be held upon request of the committee Chair, the Dean, or a majority of the committee. Ad hoc or special committees may be formed by the COB or by individual Departments/Schools when deemed necessary. The Chair of each COB committee shall report regularly at unit meetings and ensure minutes are maintained for all meetings, along with an annual report of the committee's accomplishments for the College office at the end of the academic year.

The Dean and the faculty shall be obligated to take action upon all applicable committee recommendations. The Dean shall inform committee Chairs and faculty specifically involved, as appropriate, of non-confidential actions taken.

#### A. Standing Committees (see detailed descriptions in subsection 3 below)

- Faculty Advisory Committee
- Undergraduate Committee
- Research and Scholarly Activity Committee
- Graduate Committee

#### 1. Nominations and Elections of Committee Members

- a. Committees may include Department/School, ex officio, and student members as permitted by relevant policies.
- b. Nominations and elections of Department/School representatives to College committees will normally be made in the initial Department/School meetings held at the beginning of the academic year. Department/School representatives will serve two-year terms. The Associate Dean will select which Department/School elects their representatives in the odd-numbered years; all other Departments/School(s) in the even-numbered years in a manner that balances the rotation of representation on the committees.
- c. Ex officio members will be as identified in detailed committee descriptions.
- d. Student members may be selected by the Dean and will serve one-year terms.
- e. No faculty member will be required to serve on more than two COB committees, nor will one person be allowed to have more than one vote on any committee.

## 2. Committee Organization and Procedures

- a. With the exception of the Business Faculty Representative, who Chairs the Faculty Advisory Committee (refer to Section IV.A.3.a. of this Unit Code), the individual whose name heads the committee roster alphabetically will call an organizational meeting in September and serve as temporary Chair for the purpose of electing a permanent Chair for the committee. If a quorum exists (Section IV.A.2.c. of this Unit Code), nominations will be made from the floor and persons elected with a majority of those present.
- b. Student and ex officio members may not serve as Chair.
- c. The quorum for a committee will be a majority of the total membership of the committee. If a quorum exists, a majority of those present carries the vote.
- d. Committee meetings will be conducted according to the most recent edition of *Roberts' Rules of Order, Newly Revised*. The elected Chair is charged with the preparation and maintenance of a brief written summary of the committee actions and recommendations when a specific issue or issues are brought to, deliberated by, and referred out of the committee. A Secretary shall be elected by a majority of the committee membership to officially record meeting minutes and assist the Chair in writing of the summary.
- e. All committee members (including ex officio and student members) are voting members as permitted by relevant policies.

## 3. Detailed Description of College of Business Standing Committees

### a. Faculty Advisory Committee

The Faculty Advisory Committee will be composed of one elected representative from the permanently tenured faculty of each Department/School elected by the Department/School faculty, the Dean or a designee/representative, and the Business Faculty Representative (see detailed description of role below). The Committee will meet as frequently as necessary and will be chaired by the Business Faculty Representative. Minutes of the Faculty Advisory Committee meetings will be made available to all faculty of the COB.

#### (1) Business Faculty Representative

The voting faculty will elect a Business Faculty Representative from among the permanently tenured faculty of the COB who have no reassigned time for administrative duties. The Business Faculty Representative will serve a two-year term. The election will be held in even-numbered years at the initial general faculty meeting at the beginning of the academic year. Nominations for the position will be accepted from the floor.

The Business Faculty Representative will:

- i. Serve as Chair of the Faculty Advisory Committee (Refer to Section IV.A.3. above);
- ii. Facilitate implementation of this Unit Code;
- iii. Coordinate faculty involvement in the democratic functioning of the COB;
- iv. Represent the COB faculty and convey the outcome of faculty voting to the Dean;
- v. Call meetings of the faculty in accordance with Section VI of this Unit Code;
- vi. Facilitate, at the request of the Dean, election of members of Nominating or Search Committees for the position of Associate Dean in accordance with established University policy (refer to the *ECU Faculty Manual*, Part II); and
- vii. Facilitate, at the request of the next higher administrator above the Dean, election of faculty members of Nominating or Search Committees for the position of Dean in accordance with established University policy (refer to the *ECU Faculty Manual*, Part II). The elected members of the Nominating or Search Committee will be recommended to the next higher administrator making the request.

(2) The Committee will:

- i. Annually review and, in consultation with the COB faculty, recommend changes in long-range plans for the College to ensure that they contain clear and measurable sets of College objectives which contribute to continuous quality improvement within the COB. Recommendations will be made to the Dean and submitted to the faculty for their information;
- ii. Advise the Dean on proposed changes in the organizational structure of the COB as to their consistency with long-range objectives. Structural changes that require Unit Code amendment will be accomplished in accordance with the *ECU Faculty Manual*, Part IV;
- iii. Advise the Dean on the allocation of financial resources (including gifts, unit annual budget request and annual report) as to consistency with long-range objectives;
- iv. Recommend to the Dean appropriate avenues for student involvement in the College's activities;
- v. Have the authority to establish a committee, as necessary, which will review the Unit Code of the COB. This Unit Code Committee will make recommendations to the tenured faculty for the amendment of the Unit Code in part or in total as provided in Section IX.A of this Unit Code;

- vi. Review and recommend to the Dean changes in College of Business guidelines for granting reassigned time and leaves of absence for purposes of advanced study, research, or service in accordance with University policies;
  - vii. Implement procedures consistent with the ECU *Faculty Manual*, Part II, for the nomination and election of individuals to the East Carolina University Faculty Senate;
  - viii. Interpret the Unit Code upon request of an administrator or a faculty member when an item is submitted in writing and states in detail the specific area of concern;
  - ix. Consult with the Dean about factors to be considered regarding annual salary increases, in compliance with UNC and ECU compensation regulations; and
  - x. Perform other duties delegated by the Dean and consistent with University policies.
- b. Undergraduate Committee
- (1) The Undergraduate Committee will be composed of one elected representative from each Department/School, a representative of the Dean's Office, and a representative from the Undergraduate Programs Office appointed by the Associate Dean;
  - (2) The Undergraduate Committee will review and make recommendations to the Dean concerning the quality and continuous improvement of:
    - i. Policies for admission of undergraduate students into the COB;
    - ii. New undergraduate course proposals and other undergraduate curriculum changes;
    - iii. Undergraduate degree requirements for majors in the COB and Business Administration minors;
    - iv. Policies and procedures to promote high standards of advising of undergraduate business students; and
    - v. Other issues related to the undergraduate programs in the COB.
  - (3) The Committee holds responsibility, in cooperation with the COB assessment coordinator appointed by the Dean, for ensuring the implementation of meaningful assessment contributing to assurance of learning in COB undergraduate education.

- (4) The Committee will meet as frequently as necessary. At least five working days prior to each meeting (with the exception of the organizational meeting), each Department Chair/School Director and the Associate Dean, will be provided written notification of the time and location of the meeting, the agenda, and documentation of any course proposals. This information will also be posted to the COB SharePoint site (Policies & Procedures area) for faculty notification. It is the responsibility of the COB faculty to provide input to the Committee through their Department/School representative(s) who serve on the Committee. The Committee is then responsible for communicating outcomes to the faculty.
- (5) Course proposals presented to the Committee must first be approved by the faculty of the Department(s) or School(s) responsible for the course(s).
  - i. The faculty member who prepared the proposal or his/her representative will be expected to attend the meeting at which the proposal will be considered to explain the proposal and to respond to questions. In addition, the Chair/Director of the proposing Department/School or his/her representative is also expected to attend the meeting. Other COB faculty members are welcome to attend.
  - ii. Chairs/Director(s) of other Departments/School(s), or their representatives, may also attend any meeting of the Undergraduate Committee to secure information or to call attention to any duplication or overlapping that might result from the adoption of any proposal.
- (6) If an approved proposal involves any change in any requirement pertaining to general education, cognate courses, common body of knowledge, admission, or graduation, then the Undergraduate Committee will notify the Dean for review and approval for accreditation consistency. The Committee will then notify the Business Faculty Representative and request that time be allocated for the presentation of the proposal to the faculty at the next meeting of the faculty of the COB. If approved by the faculty, the proposal will be forwarded to the appropriate University committee.
- (7) Proposals not covered in the paragraph immediately above can be approved by the Undergraduate Committee and forwarded to the appropriate University committee.
- (8) If the Undergraduate Committee rejects a proposal, the individual(s) who proposed the change may request that the proposal be placed on the agenda of the next meeting of the faculty of the COB. If approved by the faculty, the proposal will be forwarded to the appropriate University committee. The Associate Dean will be responsible for presenting any

approved proposal(s) to the appropriate University committee and will normally undertake this activity in conjunction with the Chair of the Undergraduate Committee.

(9) The Committee will perform other duties delegated by the Dean.

c. Research and Scholarly Activity Committee

The Research and Scholarly Activity Committee will be composed of one elected representative from each Department/School and the Dean or a designee/representative. This Committee will meet as frequently as necessary and will report directly to the Dean. It is the responsibility of the COB faculty to provide input to the Committee through their Department/School representative(s) who serve on the Committee. The Committee is then responsible for communicating outcomes to the faculty. The Scholarly Activity Committee will:

- (1) Foster scholarly activities among faculty of the COB and between COB faculty and other University units;
- (2) Review and recommend procedures and processes to determine eligibility requirements for COB research space, funds, equipment, and special support;
- (3) Facilitate the distribution of information concerning availability of grants, stipends, and other resources; and
- (4) Perform other duties delegated by the Dean in accordance with University policies.

d. Graduate Committee

The Graduate Committee of the COB will be composed of one elected representative from the Associate Graduate Faculty or Graduate Faculty of each Department/School, the Dean or a designee/representative, **the Director of the Graduate School of Business**, and the representative(s) to the University Graduate Council. This Committee will meet as frequently as necessary.

The Graduate Committee will:

- (1) Recommend changes in graduate degree requirements and curricula and consider new course proposals from a Department/School to assure quality and continuous improvement;
- (2) Ensure, in cooperation with the COB assessment coordinator appointed by the Dean, the implementation of meaningful assessment contributing to assurance of learning in COB graduate education;

- (3) Forward recommendations approved by the Committee to the Associate Graduate Faculty and Graduate Faculty for their consideration. Approved recommendations will be transmitted to the appropriate University Committee or the University Graduate Council by the COB representative(s) to the Graduate Council.
  - i. If the Graduate Committee rejects a proposal, the individual(s) who proposed the change may request that the proposal be placed on the agenda of the next meeting of the Associate Graduate Faculty and Graduate Faculty. If approved, the proposal will be forwarded to the appropriate University Committee or University Graduate Council.
- (4) Consider policies and other issues concerning the graduate program(s);
- (5) Confirm the selection of the COB representatives(s) and alternate(s) of the University Graduate Council. Provided they are Graduate or Associate Graduate Faculty members, the **Director of the Graduate School of Business** is the representative to the University Graduate Council, and the Associate Dean is the alternate. If the **Director of the Graduate School of Business** is ineligible to serve, the Associate Dean is the representative to the University Graduate Council and the Chair of the Graduate Committee is the alternate. All appointments must be confirmed by the Graduate Committee, and if the individuals mentioned above are not acceptable to the Graduate Committee or cannot serve for other reasons, the Committee refers the matter to the Graduate Faculty to elect other faculty members to serve in one or the other of these posts; and
- (6) Perform other duties delegated by the Dean.

B. Personnel Committee, Tenure Committee, and Promotion Committees (See ECU *Faculty Manual*, Part IX)

Consistent with the organizational structure in the COB and the requirements of the ECU *Faculty Manual*, Part IX, each Department/School will form, at a minimum, those committees necessary to implement personnel actions included in the ECU *Faculty Manual*, Part VIII and Part IX, and this Unit Code.

Personnel matters will be handled by the Personnel, Tenure, and Promotion Committees of each Department/School in the manner described in the ECU *Faculty Manual*, Part VIII and Part IX.

1. Personnel Committee
  - a. Nominations and Elections of Department/School Personnel Committee Members

Nominations and elections of eligible voting Department/School members to

Department/School Personnel Committees will be made in a Department/School meeting. If a quorum of the Department/School is represented, Committee members will be elected by a majority of eligible voting faculty present. The appointment term is two years.

b. Committee Administration

- (1) The Personnel Committee shall have a Chair who shall be elected by the Committee members. Nominations will be made from the floor with elections by a majority of those present if a quorum of the Committee is represented.
- (2) The quorum for Committees will be in accordance with the *ECU Faculty Manual*, Part IX.

c. Membership, terms, and duties of each respective Personnel Committee will be conducted in accordance with the *ECU Faculty Manual*, Part IX.

- (1) The regular membership of the Committee shall consist of two tenured faculty members and one probationary term faculty member (excluding the Department Chair/School Director), all elected by a majority of the Department/School eligible voting faculty (reference Section II.B of this Unit Code). In addition, an alternate tenured faculty member and an alternate probationary term faculty member (excluding the Department Chair/School Director), will be elected by a majority of the Department/School eligible voting faculty. In the event a regular member cannot complete the term of service, the appropriate alternate member will act as the replacement for the remainder of the term.
- (2) The Committee is responsible for making recommendations regarding initial probationary appointments and initial and additional fixed-term appointments as well as other roles as described in the *ECU Faculty Manual*, Part VIII and Part IX.

2. Tenure Committee

- a. The Committee shall consist of permanently tenured voting faculty of the Department/School, including those who are on non-medical leave but in attendance at the time of the Committee's vote, excluding the Department Chair/School Director. If fewer than three faculty members qualify for the Tenure Committee, additional members will be selected in accordance with the *ECU Faculty Manual*, Part IX.
- b. The Committee is responsible for all duties described in the *ECU Faculty Manual*, Part IX.

3. Promotion Committees

- a. The Committees shall consist of permanently tenured voting faculty members of the Department/School who hold rank at least equal to the rank for which the candidate is being considered, including those on non-medical leave but in attendance at the Committee's meeting at the time of the Committee's vote, excluding the Department Chair/School Director. If fewer than three faculty members qualify for the Promotion Committee, additional members will be selected in accordance with the *ECU Faculty Manual*, Part IX.
- b. The Committees are responsible for making recommendations for promotions in rank and for recommending the ranks of initial appointments at the associate professor or professor level. Recommendation is based on a review of the faculty member's scholarly record in relation to typical standards within the specific Department/School. Duties are carried out following the *ECU Faculty Manual*, Part IX.

#### Section V. Evaluation of Faculty

(Refer to *ECU Faculty Manual*, Part VIII, Part IX, and Part X; Guidelines in the *COB Faculty Handbook* comply with the *ECU Faculty Manual*, Part IV)

ECU is committed to recruiting, retaining, and developing faculty that are highly accomplished in teaching and scholarship, including research and creative activities. Accordingly, research and creative activities that align with the institution's mission, engage students in effective ways, and advance our academic disciplines are an expectation of all tenured and probationary (tenure-track) faculty. Measures of success in these arenas include, but are not limited to, peer-reviewed publications, books, presentations, performances, patents, and national awards, including both honorary awards and competitively awarded external funding as appropriate to the discipline. These measures, and particularly national awards that recognize prominence in the discipline, will be positively reflected in annual evaluations and other personnel actions.

#### A. Procedures and Criteria for Evaluations of Tenured and Probationary Faculty:

##### 1. Procedures for Annual Evaluation:

- a. Each faculty member, in consultation with the Chair/Director of his/her Department/School, will select the relative weights to be applied to the criteria that are used in the annual evaluation of the individual's performance in advance of the completion of the annual evaluation by the Chair/Director of his/her Department/School (at least seven months for new Fall appointees). The relative weight of teaching, scholarly activity, and service in the annual faculty performance evaluation of tenured and probationary faculty shall follow the criteria and procedures specified in the *COB Faculty Handbook*, in accordance with the *ECU Faculty Manual*, Part VIII.
- b. The faculty member shall submit an annual report that documents the completion of the activities in support of the annual evaluation. The Chair/Director of the Department/School will prepare an annual evaluation following the *ECU Faculty Manual*, Part VIII. The annual evaluation will be

based, in part, upon the faculty member's annual report using the criteria established by the COB faculty.

- c. The faculty member will be evaluated annually or at the end of the appointment term, if less than one year, by the Chair/Director of his/her Department/School based on the weights for teaching, scholarly activity and service assigned in the contract. The criteria for annual evaluation include the items in the lists of possible activities identified in *COB Faculty Handbook* and as specified in the *ECU Faculty Manual*, Part VIII and the criteria included in the *COB Faculty Handbook* which is maintained in the College office, Faculty Senate office, and is available to all faculty members through the COB SharePoint site (Policies & Procedures area).
2. Criteria for Annual Evaluations: The following criteria will be used in the annual evaluation process. Each of the three criteria is supported by possible activities which might be considered in the annual evaluation process and which are listed and further detailed in the *COB Faculty Handbook*.
    - a. Teaching Effectiveness: Evidence of teaching effectiveness includes, but is not limited to, student and peer evaluations of teaching, evidence of continuous improvement efforts, and other documentation attesting to the characteristics of effective teaching as described by Faculty Senate Resolution #91-29.
    - b. Scholarly Activity: Scholarly items are recognized as taking a long time from inception to completion (e.g., multiple years) and are normally thought to include such phases as preparation, submission, review, revision, acceptance, and publication. Significant credit will be awarded at the time of the item's completion, which will normally be defined as the time of physical appearance of the item in a publication based on the volume/issue date of the publication. Partial credit may be awarded earlier in the process.
    - c. Service to the University, Profession, or Community: Activities may include service rendered on Department, School, COB, and University committees, councils, and other assemblies; service to professional organizations; service to local, state and national governments; and contributions to the development of public forums, institutes, continuing education projects, and consulting in the private and public sectors.
  3. Procedures and Criteria for Reappointment, Promotion and Tenure:
    - a. Reappointment of probationary term (i.e., tenure-track) faculty and promotion and tenure processes will follow the *ECU Faculty Manual*, Part VIII, Part IX and Part X. Recommendations for reappointment, promotion and tenure shall be made in accordance with the procedures specified in the *ECU Faculty Manual*, Part IX. The criteria for reappointment, tenure and promotion are identified in this subsection below and in the *ECU Faculty Manual*, Part VIII and in the *COB Faculty Handbook*. For purposes of the *ECU Faculty Manual*, Part IX, a "unit" shall be deemed to be an academic

Department/School within the COB and the “next higher administrator above unit levels” shall be deemed to be the Dean of the College of Business. For all faculty seeking reappointment, permanent tenure or promotion, a Personnel Action Dossier shall be maintained in accordance with the ECU *Faculty Manual*, Part X.

- b. Within the context of University policy, conferral of permanent tenure shall be based on the following criteria and those specified in the COB *Faculty Handbook*:
  - (1) An appropriate terminal degree as evaluated by the academic unit and affirmed by the appropriate administrative officer and the profession concerned;
  - (2) Demonstrated competence in teaching, scholarly activities and service. The COB requirement for demonstrating competency in scholarship requires that during the probationary period the candidate publish an adequate number of articles in journals of acceptable quality and in which a significant amount of the work is attributable to the candidate. The COB also requires that the candidate show ongoing efforts to publish by developing a stream of research projects resulting in submission of manuscripts for journal review. This is particularly important as the candidate approaches the end of the probationary term. The goal should be to have a number of manuscripts in various stages of development, which should include manuscripts in the journal review cycle;
  - (3) A record of satisfactory performance in all three areas of teaching, scholarly activities, and service will be expected. A strong record of accomplishment in one of these areas will not be considered a substitute for deficiencies in another area; and
  - (4) Evidence is expected of potential for continued professional growth and on-going contributions to the field; candidates for tenure must be judged by their peers as colleagues with whom they will want to have a longterm association based upon mutual respect, civility, and the ability to collaborate and cooperate constructively [for additional information refer to the ECU “Statement on Professional Ethics” in the ECU *Faculty Manual*, Part V].
- c. Promotion shall be based upon the faculty member’s total demonstrated professional competence and achievement following criteria for each rank as described in the ECU *Faculty Manual*, Part VIII and those specified in the COB *Faculty Handbook*.

#### B. Procedures and Criteria for Evaluations of Fixed-Term Faculty

- 1. Annual Evaluation: Fixed-term faculty members will be evaluated on the basis of their contributions to the mission of the COB in accordance with contract terms

defined in the respective letters of appointment. Typically, these contributions will be teaching and service as defined above but will also include activities related to obtaining or maintaining professional qualifications. Fixed-term faculty members who have administrative duties as their primary responsibility will be evaluated based on those administrative duties, and, as appropriate, individual teaching, service, and other activities related to achieving or maintaining appropriate professional qualification. Percentage weights for applicable activities of fixed-term faculty will be agreed to yearly in a September meeting between the faculty member and his/her Chair/Director.

2. Evaluation of Fixed-Term Faculty for Subsequent Appointment and Advancement in Title: Processes for subsequent appointment and advancement in title of fixed-term faculty will follow the ECU *Faculty Manual*, Part VIII and Part IX. Fixed-term faculty will be considered for subsequent appointment based on continuing need for the faculty member's expertise, the availability of resources, and satisfactory performance in teaching, service and other duties assigned to the faculty member. Procedures for advancement in title for fixed-term faculty are included in the COB *Faculty Handbook*, which is maintained in the College office, Faculty Senate office, and is available to all faculty members through the COB SharePoint site (Policies & Procedures area).

#### C. Advancement in Title for Fixed-Term Faculty

1. In general, fixed-term appointees (teaching instructors, etc.) are appointed for a fixed-term of one to three academic years, one semester, or one summer term. Fixed-term appointees normally engage in teaching and teaching-related activities (development of teaching materials, advising, working with students and student organizations, service on appropriate committees, etc.). Fixed-term appointees are not eligible for tenure. Fixed-term faculty members will be evaluated in accordance with provisions of the employment contract and on the basis of their contributions to the mission of the College of Business. Typically, these contributions will be teaching and service but will also include activities related to obtaining or maintaining professional qualifications for accreditation purposes. Fixed-term faculty who have administrative duties as their primary responsibility will be evaluated based on those administrative duties, and, as appropriate, their teaching, their service, and their activities related to achieving or maintaining professional qualification. Percentage weights for applicable activities for faculty will be agreed to yearly in September between the faculty member and administrator. Full-time, fixed-term appointees normally have a twelve-hour teaching load.

According to the 2013 Eligibility Procedures and Accreditation Standards for Business Accreditation (or the most current standard): fixed-term faculty can engage in different activities to maintain currency and relevance than academically qualified faculty members. Since the professionally qualified members have been appointed to bring in a different set of qualifications, it is reasonable to expect that those qualifications will be maintained differently.

In general, a fixed-term faculty member is expected to engage in a continuous stream of activities that will indicate currency of appropriate relevant professional experience. In all cases, the professional experience must be related

to the teaching area. Appropriate activities may include, but are not limited to (or for a more extensive list, refer to the COB AACSB Standards 15: Faculty Qualification & Engagement document located at the COB SharePoint site):

- Internship or employment in the teaching area
- Obtaining and maintaining appropriate professional certifications
- Business consulting activities
- Material participation in workshops or professional meetings in the teaching area
- Holding a leadership role in an appropriate professional organization
- Continuing Professional Education related to the teaching area
- Member of a board of directors of a corporation
- Author or reviewer of discipline-specific or pedagogical articles or publications

The standards require “currency” of activities. In every academic year, fixed-term faculty should ideally engage in one or more appropriate activities. During any rolling three-year window, fixed-term faculty **MUST** demonstrate one or more appropriate activities. Documentation of accomplishments by fixed-term faculty seeking advancement in title will be submitted in a portfolio, as required by the *ECU Faculty Manual*, Part IX.

## 2. Criteria and Procedures for Faculty with the Primary Responsibility of Teaching

Fixed-term faculty review and appointment criteria will follow the *ECU Faculty Manual*, Part VIII and Part IX.

For the Teaching Instructor appointment, a review of the annual faculty evaluation will suffice for subsequent appointment. For other fixed-term appointments, the following apply:

- a. Initial Fixed-Term Appointment Criteria for Teaching Instructor (refer to *ECU Faculty Manual*, Part VIII)
  - (1) Holds a Master’s degree in the appropriate area or related discipline, or has equivalent professional work experience
  - (2) Demonstrates the potential for effective teaching
  - (3) Provides service to Department, School, or College
- b. Advancement/appointment in Title to Teaching Assistant Professor
  - (1) Demonstrates qualifications of the previous title
  - (2) Holds the appropriate terminal degree in a related discipline
  - (3) Demonstrates effectiveness in teaching

- (4) Demonstrates teaching effectiveness through a minimum of 2 years of peer review of teaching (at least 2 sessions each year, with 2 reviewers at each session: the candidate choosing one reviewer, and the unit administrator choosing the second reviewer)
- c. Advancement/appointment in Title to Teaching Associate Professor
- (1) Fulfills all the criteria for advancement in title to Teaching Assistant Professor
  - (2) Provides a portfolio that demonstrates teaching excellence, including the following:
    - i. Relevant components of the Cumulative Report format that is referenced in the ECU *Faculty Manual*, Part X (which includes all teaching effectiveness and peer review documentation, teaching innovations, teaching awards, distance education, mentoring activities, or outside activities)
    - ii. New course preparations (and consider any reassigned time)
    - iii. Grade distributions for each class
    - iv. Scope and size of course projects and papers
  - (3) The past five years of annual evaluations showing a minimum of Meets Expectations ratings
    - i. Exceeds Expectations – The faculty member needs to demonstrate excellence in teaching as evidenced by an annual average over the review period of a rating of 4.5 to 5.0 as documented on the member’s annual evaluations.
    - ii. Meets Expectations – The faculty member needs to meet expectations for teaching as evidenced by an annual average over the review period of ratings between 3.0 to 4.4 points as documented on the member’s annual evaluations.
    - iii. Does Not Meet Expectations – The faculty member falls below expectations for teaching as evidenced by an annual average over the review period of less than 2.9 points as documented on the member’s annual evaluations.
  - (4) Provides service to the Department, School, COB, University, and profession via committees, public service, professional service, or service to students
  - (5) Engages in professional development activities
- d. Advancement/appointment in Title to Teaching Professor
- (1) Fulfills all criteria for advancement in title to Teaching Associate Professor
  - (2) Provides a portfolio as described in previous section to demonstrate superior teaching

- (3) Engages in professional development activities
- (4) Has demonstrated a degree of proficiency sufficient to establish an excellent reputation among colleagues
- (5) Is qualified and competent in mentoring others (such as graduate students, teaching instructors, etc.)
- (6) Provides an additional five years of annual evaluations documenting a minimum satisfactory level as a Teaching Associate Professor.
- (7) Engages in professional teaching scholarship activities (or creative activities)
  - i. Attending and presenting at conferences and workshops (could also include peer reviewed poster sessions, or editing conference proceedings)
  - ii. Publishing (especially pedagogical work) in peer-reviewed journals
  - iii. Grant submissions (concerning teaching topics)

### 3. Criteria and Procedures for Faculty with the Primary Responsibility of Research

Research faculty are typically externally funded. Research faculty are encouraged to give seminars and teach occasional courses in their specialty. Teaching is at the discretion of the unit and the availability of funds.

#### a. Initial Fixed-Term Appointment Criteria for Research Instructor

- (1) Holds a minimum of a master's degree appropriate for the specific position or has equivalent professional experience
- (2) Has demonstrated potential for effective research
- (3) Should be capable of carrying out individual research or should be trained in research procedures
- (4) Should have had the experience and specialized training necessary to develop and interpret data required for success in such research projects as may be undertaken

#### b. Advancement/appointment in Title to Research Assistant Professor

- (1) Has qualifications of the previous title
- (2) Holds the appropriate terminal degree, as evaluated by the academic unit and affirmed by the appointing officer and the profession concerned
- (3) Has demonstrated effectiveness in research
- (4) Is qualified and competent to direct the work of others (such as technicians, graduate students, etc.)

- c. Advancement/appointment in Title to Research Associate Professor
  - (1) Has qualifications of the previous title
  - (2) Has extensive successful experience in scholarly or creative endeavors
  - (3) Has the ability to propose, develop, and manage major research projects
    - i. Relevant components of the Cumulative Report format that is referenced in the ECU *Faculty Manual*, Part X (which includes all journal articles, chapters in books, book reviews in professional journals, abstracts, articles in proceedings, editorships of professional journals or books, electronic publications, research presentations/posters, participation in expert panels, visiting professorships, grants, or other)
    - ii. A letter of acceptance is valid for a published work
  
- e. Advancement/appointment in Title to Research Professor
  - (1) Has qualifications of the previous title
  - (2) Has demonstrated a degree of proficiency sufficient to establish an excellent reputation among colleagues
  - (3) Has demonstrated scholarly production in research, publications, professional achievements or other distinguished and creative activity
  - (4) Is qualified and competent in mentoring others (such as graduate students, research assistants, etc.)
  - (5) Provides an additional five years of annual evaluations documenting a minimum satisfactory level as a Research Associate Professor.
  - (6) Engages in professional research scholarship activities (or creative activities)
    - i. Attending and presenting at conferences and workshops (could also include peer reviewed poster sessions, or editing conference proceedings)
    - ii. Publishing in peer-reviewed journals
    - iii. Grant submissions

#### D. Standards for Performance (Post-tenure) Review of Tenured Faculty

Performance (Post-tenure) review of all tenured faculty members will follow procedures outlined in the ECU *Faculty Manual*, Part IX. Specific standards developed for COB faculty can be found in the *COB Faculty Handbook*, incorporated herein by reference and maintained in the College office, Faculty Senate

office, and available to all faculty members through the COB SharePoint site (Policies & Procedures area).

## Section VI. Procedures for Meetings Within the College of Business

A meeting of the COB faculty may be called by either the Dean or the Faculty Advisory Committee and conducted according to the most recent edition of *Roberts' Rules of Order, Newly Revised*. A meeting may also be called by the Business Faculty Representative when one-third or more of the voting faculty petition for a special meeting of the faculty. The Business Faculty Representative shall prepare and distribute an agenda at least five working days in advance of called meetings. [see also Unit Code Section IV.A.3]

## Section VII. Voting by the Faculty of the College of Business

### A. Vote by Meeting

In the event of a call for a faculty meeting to administer a vote, notice to all eligible voting faculty of at least five working days is required. A majority of the voting faculty as defined in this Unit Code constitutes a quorum for meetings of the faculty (see Unit Code, Section II.Voting Faculty, for specific voting eligibility).

### B. Vote by Electronic Ballot, When Permitted by Unit and University Policies

In the event of a ballot administered by electronic mail, a minimum of three business days' notice by electronic mail is required before the vote is closed. A majority of the voting faculty as defined by reference herein this Unit Code constitutes a quorum for an electronic ballot of the faculty (see Unit Code, Section II. Faculty, for specific eligibility).

### C. Majority Vote

Unless required by policy or otherwise stated in this Unit Code, when a quorum exists an affirmative vote requires a majority of those voting.

### D. Procedures for review and approval of all major planning documents

Allowing ten working days for faculty review whenever possible, the Dean shall make available to the faculty of the COB a copy of the College's Strategic Plan or any other major planning documents. Following the processes defined above in this Section of the Unit Code, the Faculty Advisory Committee will provide ballots for the faculty to vote their approval or disapproval of the report(s). A majority of voting faculty, as referenced in Section II.B of this Unit Code, will be required for approval.

## Section VIII. Budget and Annual Report

### A. Annual Budget

In the area of budget and resources, the Dean, with input from the faculty through the

Faculty Advisory Committee, Department Chairs/School Directors, the Associate Dean and other COB administrators, as appropriate, prepares a budget that allocates funds across the College to support the mission. Final budget responsibility resides with the Dean. The Dean will discuss the budget with faculty at the annual COB faculty convocation meeting.

B. Annual Report

In a regular meeting, the Dean reports and discusses the total annual budget and the annual report to the COB faculty.

Section IX. Amendment Procedures and Enabling Provisions

- A. Amendments: *Robert's Rules of Order, Newly Revised* "Bylaws," #55, Article IX will be followed for all votes and amendments to this Unit Code. In accordance with the *ECU Faculty Manual*, Part IV, this Unit Code may be amended in part or in total by the vote of a majority of all permanently tenured faculty of the College, at any College-wide faculty meeting, providing that at least five working days of written notice of the proposed action has been given.
- B. This Unit Code and amendments will go into effect when approved by the Faculty Senate and the Chancellor of the University.
- C. When this Unit Code is amended, elections for newly created committee positions will be held during the first semester in which the amended Unit Code takes effect.
- D. This Unit Code supersedes in full all previous COB Unit Codes.
- E. No section or provision of this Unit Code will be construed to be in conflict with the *ECU Faculty Manual*. If any conflict exists, the *ECU Faculty Manual* takes precedence.

Section X. Selection and Evaluation of Administrators

- A. Selection of Administrators
  - 1. Selection of the Dean, Department Chairs, and School Directors of the COB follows the procedure available in the *ECU Faculty Manual*, Part II.
  - 2. Selection of officers in other administrative positions (as determined by the Dean) will be supervised by the Dean as specified in Section III of this Unit Code.
  - 3. Selection of a Chair/Director of a Department/School: When made available by a representative of the appointing officer, election of faculty members to a Nominating or Search Committee will be facilitated by the Department/School Personnel Committee Chair.

4. Upon announcement of an administrative vacancy (or impending vacancy), at least five working days must pass before a Nominating or Search Committee is selected.

#### B. Evaluation of Administrators

The administrative officers with authority throughout the COB include the Dean and the Associate Dean. The Dean, Department Chairs, Directors, Assistant Deans and Associate Deans will be evaluated following procedures available in the ECU *Faculty Manual*, Part II. Appendix A of this Unit Code defines the process for annual evaluations of administrative officers.

### College of Business Unit Code Appendix A

#### A. Procedures for Evaluating Administrative Officers in the COB, Including Department Chairs, Directors, Assistant Deans, and Associate Deans.

##### 1. Application

This document describes the procedures for evaluating administrative officers in the COB by the policies of the Board of Trustees available in the ECU *Faculty Manual*, including those officers described in this Unit Code, Section III.C.

Other administrators who may be appointed by and responsible to the Dean are staff positions and that the occupants of these positions are evaluated by the Dean and serve at the pleasure of the Dean.

##### 2. Review Period

This review shall occur in accordance with University policy for the annual review cycle of faculty.

##### 3. Review Authority

This review shall be initiated and performed by the Dean. The Dean will form a Review Committee consisting of three persons: one faculty member from the Department/School of the administrator undergoing the review, one administrative officer from an outside Department/School, College, or college in the University, and one other administrative officer or faculty member. The Dean may request that the administrator under review suggest potential members of the Review Committee. The Review Committee shall select a Committee Chair.

The Dean shall meet with the Review Committee to advise the Committee regarding specific areas of review and persons to consult. The administrator undergoing review may suggest topics or aspects related to his/her record or administrative style for special consideration by the Review Committee.

#### 4. Review Methods

The Dean and the Review Committee shall examine the following documents:

- a. an administrative portfolio statement prepared by the administrator under review that documents his or her performance during the review period, including 1) administrative philosophy, strategies, and methodologies; 2) attempted innovations and assessment of their effectiveness; and 3) a statement of objectives for the future of the administrative unit;
- b. administrator's and unit annual reports during the review period;
- c. Documents included in a. and b. above shall also be provided to the voting faculty of the COB (see Section II.B. of this Unit Code) before the faculty vote on the effectiveness of the administrator; and
- d. The Review Committee shall make a general request for written or oral evaluations of the performance of the administrator under review from administrators, faculty, staff, and students. It may also solicit specific feedback from selected individuals. The Committee may gather other information as suggested by the Dean, or at its own discretion, including, if appropriate, reviews by professionals outside the University regarding the performance of the administrator under review in representing the officer's unit externally.

#### 5. Review Reporting

The Review Committee shall present a written report with recommendations to the Dean. The written report shall be forwarded to the administrator under review and he or she invited to prepare a response, if desired. This shall occur at the same time as the report of the results of the COB faculty's vote on the administrator's effectiveness. The Dean shall review this information and report his or her conclusions to the administrator under review and the Review Committee. A brief summary of non-confidential information will also be shared with the faculty of the COB.

**2021-2022 Fee Proposals**  
**ECU Board of Trustees**  
**November 2020**



**ECU**<sup>®</sup>

# System Office Tuition & Fee Guidance

- No resident tuition increases for undergraduate or graduate students allowed
- Nonresident tuition increase requests allowed
  - ECU is not requesting any tuition increases
- Only mandatory fee increase that can be requested is Student Health Services for up to 3% of mandatory fees = \$78.48



# Tuition & Fee Approvals

<b>Tuition &amp; Fees</b>	<b>BOT Recommendation or Approval</b>	<b>BOG Approval</b>	<b>BOG Information</b>	<b>Student Involvement Required</b>
Tuition	X	X		X
Tuition Differentials	X	X		X
Mandatory Fees	X	X		X
Application Fees	X	X		X
Special Fees	X	X		X
Misc. Fees *	X		X	
Housing	X		X	
Dining	X		X	
Parking	X		X	

\* Misc fees include graduation, cap & gown, transcripts, and transit

# Tuition History

Tuition				
	2018-19	2019-20	2020-21	3 yr % increase
<b>On Campus</b>				
<b>Undergraduate Tuition</b>				
Resident	\$ 4,452	\$ 4,452	\$ 4,452	0%
Nonresident	\$ 20,729	\$ 20,729	\$ 20,729	0%
<b>Graduate Tuition</b>				
Resident	\$ 4,749	\$ 4,749	\$ 4,749	0%
Nonresident	\$ 17,898	\$ 17,898	\$ 17,898	0%
<b>DE</b>				
<b>Undergraduate Tuition</b>				
Resident	\$ 150.41	\$ 150.41	\$ 150.41	0%
Nonresident	\$ 700.30	\$ 700.30	\$ 700.30	0%
<b>Graduate Tuition</b>				
Resident	\$ 232.79	\$ 232.79	\$ 232.79	0%
Nonresident	\$ 877.35	\$ 877.35	\$ 877.35	0%

Last increase in tuition was from 2016-17 to 2017-18

# Mandatory Fees History

	Approved Annual Rates for 2018-19	Approved Annual Rates for 2019-20	Approved Annual Rates for 2020-21	3 Year % Increase
<b>General Fees</b>				
SGA	\$ 27.50	\$ 27.50	\$ 27.50	0.00%
Media	30.00	30.00	30.00	0.00%
Fine Arts	8.00	8.00	8.00	0.00%
Campus Recreation and Wellness	271.00	271.00	271.00	0.00%
Minges Operations	6.00	6.00	6.00	0.00%
Student Activity Programs	71.50	71.50	71.50	0.00%
Student Centers Operations	280.00	288.00	288.00	2.86%
Athletics Fee	723.00	773.00	773.00	6.92%
Student Health Fee	263.00	263.00	263.00	0.00%
Education and Technology Fee	395.00	403.00	403.00	2.03%
<b>Total General Fees</b>	<b>\$ 2,075.00</b>	<b>\$ 2,141.00</b>	<b>\$ 2,141.00</b>	<b>3.18%</b>
<b>Debt Service</b>				
Student Recreation Center	\$ 15.00	\$ -	\$ -	-100.00%
Athletic Facility Debt	70.00	70.00	70.00	0.00%
Student Union Center	375.00	375.00	375.00	0.00%
<b>Total Debt Service</b>	<b>\$ 460.00</b>	<b>\$ 445.00</b>	<b>\$ 445.00</b>	<b>0.00%</b>
<b>Special Fees</b>				
Campus Safety	\$ 30.00	\$ 30.00	\$ 30.00	0.00%
<b>TOTAL GENERAL STUDENT FEES &amp; DEBT SERVICE</b>	<b>\$ 2,565.00</b>	<b>\$ 2,616.00</b>	<b>\$ 2,616.00</b>	<b>1.99%</b>
<b>Miscellaneous Charges</b>				
Transit	\$ 158.00	\$ 158.00	\$ 158.00	0.00%
Graduation	12.00	12.00	12.00	0.00%
Association of Student Governments	1.00	1.00	1.00	0.00%
<b>Total Miscellaneous Charges paid by all students</b>	<b>\$ 171.00</b>	<b>\$ 171.00</b>	<b>\$ 171.00</b>	<b>0.00%</b>
<b>Total Fees Paid by Each Student</b>	<b>\$ 2,736.00</b>	<b>\$ 2,787.00</b>	<b>\$ 2,787.00</b>	<b>1.86%</b>

# Cost of Attendance On Campus Residents

Costs	2018-2019	2019-2020	2020-2021
Tuition & Fees	7,188	7,239	7,239
Room & Board	10,354	10,030	10,136
Books & Supplies	1,432	1,490	1,524
Personal	1,262	1,430	1,462
Transportation	1,356	2,120	2,168
Loan Fee	80	80	80
Total	21,672	22,389	22,609

# System Comparison

## Academic Year 20-21

University	Student Activity Fee	Rank	Athletic Fee	Rank	Student Health Fee	Rank	Ed & Tech Fee	Rank	Safety Fee	Rank	Total General Fees	Rank	Debt Service Fee	Rank	Total General Fees and Debt Service	Rank	Transit Fee	Rank
Appalachian State University	659	9	783	6	325	6	576	3	30		2,373	4	724	1	3,097	1	150	5
UNC - Charlotte	650	10	824	5	247	13	622	2	30		2,373	4	720	2	3,093	2	155	4
North Carolina A & T State University	714	4	870	2	339	5	469	8	30		2,422	2	588	4	3,010	3	81	11
UNC - Asheville	792	1	855	3	368	4	527	7	30		2,572	1	394	10	2,966	4	77	12
UNC - Greensboro	577	12	780	8	310	9	461	9	30		2,158	11	707	3	2,865	5	100	8
Western Carolina University	642	11	782	7	314	7	544	4	30		2,312	6	523	7	2,835	6	118	7
North Carolina Central University	501	15	847	4	313	8	428	12	30		2,119	12	570	6	2,689	7	86	10
UNC - Wilmington	699	6	775	10	219	15	535	6	30		2,257	8	376	11	2,633	8	90	9
<b>East Carolina University</b>	<b>702</b>	<b>5</b>	<b>773</b>	<b>11</b>	<b>263</b>	<b>12</b>	<b>403</b>	<b>14</b>	<b>30</b>		<b>2,171</b>	<b>10</b>	<b>445</b>	<b>8</b>	<b>2,616</b>	<b>9</b>	<b>158</b>	<b>3</b>
UNC - Pembroke	698	7	772	12	205	16	544	5	30		2,249	9	240	13	2,489	10	-	
Winston Salem State University	546	14	780	8	267	10	416	13	30		2,039	13	423	9	2,462	11	55	13
UNC School of the Arts	748	2	-	16	882	1	754	1	30		2,414	3	-	15	2,414	12	121	6
North Carolina State University	679	8	232	15	407	2	439	11	30		1,788	15	572	5	2,360	13	205	2
Fayetteville State University	565	13	768	13	247	13	382	15	30		1,992	14	335	12	2,327	14	-	
Elizabeth City State University	738	3	899	1	265	11	326	16	30		2,259	7	-	15	2,259	15	-	
UNC - Chapel Hill	394	16	279	14	400	3	442	10	30		1,546	16	186	14	1,731	16	205	1

# Student Health Services Fee

University	Student Health Fee	Rank
UNC School of the Arts	882.00	1
North Carolina State University	407.00	2
UNC - Chapel Hill	400.15	3
UNC - Asheville	368.00	4
North Carolina A & T State University	338.50	5
Appalachian State University	325.00	6
Western Carolina University	314.00	7
North Carolina Central University	312.66	8
UNC - Greensboro	310.00	9
Winston Salem State University	267.00	10
Elizabeth City State University	265.23	11
<b>East Carolina University</b>	<b>263.00</b>	<b>12</b>
Fayetteville State University	247.00	13
UNC - Charlotte	247.00	13
UNC - Wilmington	219.00	15
UNC - Pembroke	205.49	16

# Student Health Services Fee Request

- Current Fee: \$131.50/ semester (\$263/ academic year)
- Proposed Increase: \$56
- New Proposed Fee: \$159.50 (\$319/ academic year)
- Estimated annual revenue \$1.1 million
- Justification:
  - Aging facility with many needed repairs (new HVAC system, new roof)
  - Open weekends
  - Replacement of equipment
  - COVID testing and treatment
  - Support mental health needs of students
  - Cost of medical supplies and software continue to rise
  - Security and privacy

# Housing & Dining

## Housing and Dining

	Approved Rates 2018-19	Approved Rates 2019-20	Approved Rates 2020-21	3 yr % Increase
<b>HOUSING (double occupancy)</b>				
Standard Rate	\$ 5,520	\$ 5,520	\$ 5,520	0%
College Hill Suites (CHS)	\$ 6,160	\$ 6,390	\$ 6,390	4%
Scott Hall	\$ 5,930	\$ 6,160	\$ 6,160	4%
Newly Renovated Residence Halls	\$ 5,770	\$ 5,980	\$ 5,980	4%
<b>FOOD SERVICES</b>				
Purple 20 with \$450 in Pirate Bucks	\$ 3,850	\$ 3,950	\$ 3,950	3%
Purple 40 with \$350 in Pirate Bucks	\$ 3,850	\$ 3,950	\$ 3,950	3%
Purple 60 with \$250 in Pirate Bucks	\$ 3,850	\$ 3,950	\$ 3,950	3%
40 commuter meal plan	\$ 1,260	\$ 1,300	\$ 1,300	3%
80 commuter meal plan	\$ 1,620	\$ 1,670	\$ 1,670	3%
120 commuter meal plan	\$ 1,990	\$ 2,050	\$ 2,050	3%

# Housing & Dining

- Inflation of 3.5% since last housing increase
- Consumer food price index increase of 3.5% since last dining increase
- Operating costs have increased, including utilities
- New COVID related expenditures
- New beverage contract annual cost increase expected
- Projected combined loss for 20-21 is currently estimated to be \$17.3M, which would completely deplete fund balances of both housing and dining and put them in a deficit position
- Annual housing debt service is \$12.9M (40% of normal revenues) and must be paid regardless
- Housing would default on debt so university must assist financially
- University reserves are stretched very thin to cover losses across institution and will be depleted at the end of this fiscal year
- Possibility housing may still be de-densified in Fall 2021

# Housing Request

<b>HOUSING</b>				
<b>Doubles &amp; Singles</b>				
	<b>Current Annual Rate (20-21)</b>	<b>Proposed Annual Rate (21-22)</b>	<b>Proposed Increase for 21-22 (\$)</b>	<b>Proposed Increase for 21-22 (%)</b>
College Hill Suites	\$ 6,390.00	\$ 6,520.00	\$ 130.00	2.03%
College Hill Suites Single (4 person)	\$ 7,990.00	\$ 8,120.00	\$ 130.00	1.63%
College Hill Suites Double (2 person)	\$ 6,790.00	\$ 6,920.00	\$ 130.00	1.91%
College Hill Suites Single (2 person)	\$ 8,390.00	\$ 8,520.00	\$ 130.00	1.55%
Scott Hall/Gateway Suites	\$ 6,160.00	\$ 6,285.00	\$ 125.00	2.03%
Scott/Gateway Suites Double (Private Bath)	\$ 6,560.00	\$ 6,685.00	\$ 125.00	1.91%
Scott/Gateway Suites Single	\$ 7,760.00	\$ 7,885.00	\$ 125.00	1.61%
Scott/Gateway Suites Single (Private Bath)	\$ 8,160.00	\$ 8,285.00	\$ 125.00	1.53%
Scott/Gateway Suites Designated Singles	\$ 7,360.00	\$ 7,485.00	\$ 125.00	1.70%
Renovated Residence Halls*	\$ 5,980.00	\$ 6,100.00	\$ 120.00	2.01%
Renovated Residence Hall Single	\$ 7,580.00	\$ 7,700.00	\$ 120.00	1.58%
Gateway Residence Hall 5th Floor	\$ 6,054.00	\$ 6,174.00	\$ 120.00	1.98%
Standard Residence Halls**	\$ 5,520.00	\$ 5,630.00	\$ 110.00	1.99%
Standard Residence Hall - Single	\$ 7,120.00	\$ 7,230.00	\$ 110.00	1.54%
CFJ Designated Singles	\$ 6,720.00	\$ 6,830.00	\$ 110.00	1.64%
				<b>Avg Increase %</b>
				<b>1.78%</b>

\*Renovated Residence Halls include Fletcher, Tyler, Gateway (Traditional Rooms), White, Clement, Cotten & Greene

\*\*Standard Residence Halls include Legacy, Jones, Fleming, Jarvis, Umstead & Garrett

# Housing Request

Necessary if housing remains de-densified in 21-22

<b>Singles Only</b>			
	<b>Current Annual Rate for Doubles (20-21)</b>	<b>Proposed Annual Rate for Singles (21-22)</b>	<b>Proposed Annual Increase for 21-22 Singles (\$)</b>
<b>Scott Hall/Gateway Suites</b>	\$ 6,160.00	\$ 6,960.00	\$ 800.00
<b>Scott/Gateway Suites - Private Bath</b>	\$ 6,560.00	\$ 7,360.00	\$ 800.00
<b>Renovated Residence Halls*</b>	\$ 5,980.00	\$ 6,780.00	\$ 800.00
<b>Cotten/Gateway Larger Specialty Rooms</b>	\$ 6,054.00	\$ 6,854.00	\$ 800.00
<b>Standard Residence Halls**</b>	\$ 5,520.00	\$ 6,320.00	\$ 800.00

\*Renovated Residence Halls include Fletcher, Tyler, Gateway (Traditional Rooms), White, Clement, Cotten & Greene

\*\*Standard Residence Halls include Legacy, Jones, Fleming, Jarvis & Umstead

# Dining Request

DINING					
	Current Annual Rate (20-21)	Proposed Annual Rate (21-22)	Proposed Increase for 21-22 (\$)	Proposed Increase for 21-22 (%)	
Purple 60 (\$250 Pirate Bucks)	\$ 3,950.00	\$ 4,060.00	\$ 110.00	2.78%	
Purple 40 (\$350 Pirate Bucks)	\$ 3,950.00	\$ 4,060.00	\$ 110.00	2.78%	
Purple 20 (\$450 Pirate Bucks)	\$ 3,950.00	\$ 4,060.00	\$ 110.00	2.78%	
Purple Flex (\$550 Pirate Bucks)	\$ 3,950.00	\$ 4,060.00	\$ 110.00	2.78%	
Purple 160 (\$400 Pirate Bucks)	\$ 3,950.00	\$ 4,060.00	\$ 110.00	2.78%	
Gold 120	\$ 1,100.00	\$ 1,120.00	\$ 20.00	1.82%	
Gold 80	\$ 900.00	\$ 920.00	\$ 20.00	2.22%	
Gold 40	\$ 700.00	\$ 720.00	\$ 20.00	2.86%	<b>Avg Increase %</b>
Gold 450	\$ 450.00	\$ 450.00	\$ -	0.00%	2.31%

# Recommendations

- SGA and Students on Tuition & Fee Committee supported:
  - Student Health Services Fee request
  - Dining request
- SGA and Students on Tuition & Fee Committee did not support:
  - Housing requests
- Chancellor, Cabinet, and Non-Student Tuition and Fee Committee participants recommended approval of all requested increases given university's financial situation

# Next Steps

- Board of Governors (BOG) Committee on Budget and Finance: Special Session on Student Fees November 17
- Mandatory Fee (Student Health Services) BOT recommendation to BOG in November for consideration in early 2021
- Housing and Dining are sent to BOG for information only, BOT is final approval



# Action Items

1. Student Health Services Fee increase of \$56
2. Dining – 2.31% average increase
3. Housing – 1.78% average increase
4. Housing – Fall 2021 “Singles Only” request





# THE UNIVERSITY OF NORTH CAROLINA SYSTEM

**JENNIFER HAYGOOD**

**SENIOR VICE PRESIDENT FOR FINANCE & ADMINISTRATION AND CHIEF FINANCIAL OFFICER**

Post Office Box 2688, Chapel Hill, NC 27515

910 Raleigh Road, Chapel Hill, NC 27514

(919) 962-4600 office

jhhaygood@northcarolina.edu

September 18, 2020

## MEMORANDUM

TO: Chancellors  
Chiefs of Staff  
Chief Academic Officers  
Chief Financial Officers

FROM: Jennifer Haygood 

SUBJECT: Proposals for 2021-22 Campus-Initiated Tuition and Fee Adjustments

President Hans and the Board of Governors are committed to promoting accessibility and affordability of higher education for all North Carolinians. In light of this commitment and the financial strain the COVID-19 pandemic has placed on many students and families, the Board will only consider 2021-22 campus-initiated tuition and fee increases in the limited situations outlined below.

Attached are guidelines for your use in submitting requests for changes in tuition and fee rates, effective for the Fall Term 2021. Campus proposals will be reviewed by the president and his staff and presented to the Board in January and will be considered for approval at their February meeting. The guidance outlined in this memo is based on recommendations of the president and the Board, the UNC policy 1000.1.1 – *Establishing Tuition and Fees* (Attachment 1), and a special provision enacted by the 2016 General Assembly related to fees.

### ***Undergraduate Tuition***

The Board is recommending the following for undergraduate students:

- **No tuition increases are allowed for resident students.** Combined tuition and fee rates for undergraduate residents shall continue to remain in the bottom quartile of an institution's public peers.
- **Increases are allowed for nonresident students.** Campuses should continue to follow the traditional process for recommending campus-initiated tuition increases for nonresident undergraduate students. Combined tuition and fee rates for these students should be market driven and reflect the full cost of providing a quality education. In addition, a goal of each campus should be setting nonresident rates at or above the third quartile of each institution's public peers.

The System Office has been working with the campuses on revising their peer institutions. The new peers will be considered for approval by the Board at their November meeting. For the 2021-22 tuition and fee process, campuses should use the new peers for the comparisons.

***Graduate and Professional School Tuition***

The Board will not consider increases for **resident** graduate students; however, campuses can request to establish tuition rates for any new graduate program that will enroll students (residents and nonresidents) for the first time in Fall 2021. The Board will consider school-based and campus-initiated increases for **nonresident** tuition for graduate and professional programs that have been approved by the Board of Governors. Institutions must use the Board's tuition and fee policy as a guideline in developing recommendations for establishing nonresident graduate and professional school tuition rates.

The tuition and fee policy states, "Graduate and professional schools shall continue to establish rates consistent with each program's unique market and academic requirements." Tuition for nonresident graduate and professional students will be set with an emphasis on maintaining and increasing the excellence of the institution's graduate and professional programs, as well as ensuring access. Please do not submit requests for tuition increases for graduate programs that have not been previously approved by the Board of Governors.

***NC Promise Institutions (ECSU, UNCP, and WCU)***

The 2016 General Assembly set up a tuition buy-down program for ECSU, UNCP, and WCU that began with the 2018-19 academic year. The 2021-22 tuition for undergraduate residents will be \$500 per semester and \$2,500 per semester for undergraduate nonresidents. The cost of the foregone tuition receipts will be offset by an appropriation to increase the UNC budget, subject to funding availability.

**ALL TUITION INCREASE PROPOSALS MUST BE ACCOMPANIED BY A DETAILED JUSTIFICATION ON THE USE OF THE INCREASED FUNDS.**

***Mandatory Fees (including debt service fees)***

In accordance with UNC Board policy, the Board of Governors is responsible for establishing fees at the constituent institutions of the UNC System consistent with the philosophy set forth in the North Carolina Constitution. Fees will be charged only for limited, dedicated purposes and shall not be used to defray the cost of general academic and administrative operations of campuses, including academic programs and faculty and administrative salaries and benefits.

For 2021-22, the Board of Governors will consider increases to the health services fee. All increase proposals must be accompanied by an expenditure plan showing how the additional revenues are critically important for the fee-supported activity, including a description of why alternative sources or expenditure reductions are insufficient for addressing the needs of the fee-supported activity. Where applicable, this description should include information about expiring CARES Act funding utilized to support expanded health services in FY20.

For all other mandatory fees (including debt service), any proposed increase must be offset by a commensurate decrease to another fee, resulting in no net increase in the total of all mandatory fees, excluding health services. All increase proposals must be accompanied by an expenditure plan showing how the additional revenues are critically important for the fee-supported activity, and off-setting decrease proposals must describe the impacts of the reduced revenues.

In approving proposed fee increases submitted by the institutions, the Board will make every effort to keep fees for students as low as possible while providing revenues needed to support the purposes for which the fees are charged. Consistent with the statutory requirements enacted by the 2016 General Assembly, the total maximum allowable percentage increase is 3% for mandatory student fees that are charged to all students and approved by the Board.

### ***Special Fees***

Special fees are only applicable to students engaged in particular activities or courses of study. These fees may not be used to supplement general academic revenues that will be provided from campus-initiated tuition increases. No special fee increases will be allowed for 2021-22. New special fees will only be considered for new programs of study previously approved by the Board of Governors.

### ***Application Fees***

Application fees shall remain at the established rates for each institution.

### ***Student Involvement and Use of Funds***

Tuition and fee proposals must be accompanied by the *Student Involvement in Tuition and Fee Setting Process* form (Attachment 2). Additional information from your institution supporting your student involvement may also be transmitted with your tuition and fee package.

### ***Attachments***

Please see below for a list of attachments needed for completion of the tuition and fee cycle for the 2021-22 academic year.

### ***Completion Date***

We appreciate your efforts in providing the requested information. Tuition and fee packages are due by **Friday, December 4, 2020**. In addition to any correspondence sent to the UNC System Office, please email the Excel workbook of your tuition and fee package to Karen Russell ([ktr@northcarolina.edu](mailto:ktr@northcarolina.edu)). Campus summary information must also be entered into the NCHED web-based system.

Please contact Karen Russell at 919-962-4606 if you have any questions about the process.

MEMO: 2021-22 Tuition and Fee Proposals

September 18, 2020

Page 4 of 4

Thank you for your assistance.

Att. 1: BOG Policy Establishing Tuition and Fees – UNC Policy Manual 1000.1.1

Att. 2: Student Involvement in the Tuition and Fee Setting Process

Other Attachments: Excel Workbook Supporting Tuition and Fee Requests

NCHED Tuition and Fees User Manual (for data entry into web-based system)

*(emailed separately to the Budget Officers)*

cc: President Peter Hans

Chief Operating Officer Jonathan Pruitt

Chief of Staff Norma Houston

Senior Vice President Kim van Noort

Vice President Lindsay McCollum Farling

## **Establishing Tuition and Fees**

*The General Assembly shall provide that the benefits of The University of North Carolina and other public institutions of higher education, as far as practicable, be extended to the people of the State free of expense. – North Carolina Constitution, Article IX, Section 9*

### **I. Establishing Tuition**

This citation from the North Carolina Constitution sets the parameters for establishing resident tuition rates at the constituent institutions of The University of North Carolina. The constitutional provisions for setting tuition are codified in General Statute 116-11(7), which states, in part, *"The Board (of Governors) shall set tuition and required fees at the institutions, not inconsistent with actions of the General Assembly."* This statute governed the setting of tuition rates for both resident and nonresident students from 1971 through 1999 during which time the Board of Governors recommended no tuition increases except as required by statute. This policy outlines the framework to be followed by the Board in establishing tuition levels for constituent institutions,<sup>1</sup> commencing with academic year 2003-2004. Tuition is charged to students enrolled in academic programs during regular terms, summer sessions or through off-campus distance instruction and is used to partially defray the costs of general academic and administrative operations of campuses, including academic programs and faculty and administrative salaries and benefits.

#### **1. Board-initiated Tuition Rates**

##### **A. Undergraduate Tuition – General Policy**

The appropriate tuition policy at the undergraduate level encourages students to pursue academic and intellectual interests without regard to program costs. Accordingly, no difference in tuition between undergraduate programs will occur within an institution, and there will be only minimal differences in undergraduate tuition among campuses in similar institutional categories as defined by the Board to reflect both varying missions and contrasting costs of education. Deviation in undergraduate tuition among campuses in different institutional categories will be based upon institutional offerings and will be reasonable.

##### **B. Graduate and Professional Tuition – General Policy**

The Board will attempt to extend the principle that tuition be set as low as practicable to graduate and professional students as well as those at the undergraduate level. The financial structure and educational purposes of graduate and professional education, however, are sufficiently different from undergraduate education that distinct tuition policies at the graduate and professional level will be permitted. The application of what is "practicable" varies by level of instruction for a number of reasons, and those differences will be reflected in the tuition policies associated with each.

The Board will apply Article IX, Section 9 of the North Carolina Constitution to graduate and professional level students but with the realization that the costs, sources of funds and purposes of graduate and professional education are materially different from undergraduate education. Tuition for graduate and professional students will be set with an

---

<sup>1</sup>Consistent with G.S. 116-143, no tuition or fees may be charged to students in the high school program at the North Carolina School of Science and Mathematics. Service charges may be established consistent with Section II.2. below.

understanding that tuition revenues may be needed to maintain and increase the excellence of the University's graduate and professional programs. In setting tuition rates, the Board will consider the need to provide access to these programs for students irrespective of their financial capacity as well as the desire to attract and retain the best students to serve North Carolina's needs in each field.

C. Tuition for Nonresident Students - General Policy

Under General Statute 116-144, the Board of Governors is required to set tuition rates for nonresident students at levels "*...higher than the rates charged residents of North Carolina and comparable to the rates charged nonresident students by comparable public institutions nationwide. . . .*" In complying with the statute, the Board will set tuition for nonresident students after considering the results of a review of rates set by comparable public institutions nationwide. The Board will further consider the need for tuition remissions for nonresident graduate students when setting tuition rates and tuition remission policies.

D. Process for Setting Board-initiated Tuition Rates

i. Proposed increases in general tuition rates are to be recommended by the President for consideration by the Board. The President will seek counsel from University Chancellors and a committee of campus representatives appointed by each chancellor, before making the recommendations for tuition changes. The committee of campus representatives appointed by each chancellor will include students.

ii. The President, the chancellors and the committee of campus representatives will consider a number of factors in deciding whether to recommend changes to general tuition rates in any given year. After the President recommends any action to the Board of Governors, the Board will also consider those factors, which include:

a. Availability of State general fund revenue to maintain quality and access within the campuses of the University of North Carolina;

b. Evidence of institutional efforts to manage costs through increases in productivity, budget flexibility, and/or efficiency improvements;

c. Analysis of the impact of tuition and fee charges on student access to the campuses of the University of North Carolina as measured by the college-going rate and other metrics so as not to limit access to the University;

d. Changes in various price and income indices (e.g., North Carolina per capita personal income, Consumer Price Index, Higher Education Price Index);

e. The current level of student charges (tuition, fees, room and board) at UNC institutions and whether campuses have proposed campus or program tuition differentials for the budget period that would be in addition to general increases in tuition;

f. Analysis of student indebtedness levels within the University, viewed in the context of student attrition rates;

g. Availability of financial aid and tuition remission and amount of unmet need. Financial aid should be reviewed in the context of the different missions of the institutions, the diverse capacities of the institutions to provide financial assistance and the contrasting needs of students attending the institutions.

iii. In academic years ending in odd numbers (e.g., June 30, 2003, the long session of the General Assembly), the Board will act by October of the preceding year or when it adopts its biennial budget request to establish the University's general tuition rates for the next academic year. This timing allows Board action on tuition to be incorporated into the University's budget request as part of its overall financing plan. In academic years ending in even numbers when the Board prepares a supplemental budget request, the Board will set Board-initiated tuition rates in conjunction with its establishment of campus-initiated tuition rates.

## 2. Campus-initiated Tuition Rates

A. Campuses may request increases in tuition to provide revenue for specific purposes and programs. Revenue generated from a campus-initiated change in tuition rates will be accounted for in the budget of the originating campus and transferred within the institution by the chancellor in accordance with the priorities identified in the approved campus proposal.

### B. Undergraduate Tuition

The Board recognizes that campuses may experience circumstances that suggest that an across-the-board change in undergraduate tuition may be needed at one or more institutions. In the event that circumstances lead a campus or campuses to the conclusion that a change in undergraduate tuition rates is needed, campuses are permitted to bring proposals for undergraduate tuition changes before the Board for its consideration. Campuses wishing to submit requests for undergraduate tuition changes will conduct a process that includes consultation with participation by students. A campus will consider the following factors when creating an undergraduate tuition proposal.

i. Availability of State general fund revenue to maintain quality and access within the campuses of the University of North Carolina;

ii. Evidence of institutional efforts to manage costs through increases in productivity, budget flexibility, and/or efficiency improvements;

iii. Analysis of the impact of tuition and fee charges on student access to the campuses of the University of North Carolina as measured by the college-going rate and other metrics so as not to limit access to the University;

iv. Changes in various price and income indices (e.g., North Carolina per capita personal income, Consumer Price Index, Higher Education Price Index);

v. The current level of student charges (tuition, fees, room and board) at UNC institutions and whether campuses have proposed campus or program tuition differentials for the budget period that would be in addition to general increases in tuition;

- vi. Analysis of student indebtedness levels within the University, viewed in the context of student attrition rates;
- vii. Availability of financial aid and tuition remission and amount of unmet need. Financial aid should be reviewed in the context of the different missions of the institutions, the diverse capacities of the institutions to provide financial assistance and the contrasting needs of students attending the institutions.
- viii. A plan for the intended use of additional tuition receipts (e.g., needed improvements to the educational program, funding for competitive salary increases, financial aid, etc.)

### 3. Graduate and Professional Tuition

The Board of Governors will permit individual campuses to initiate requests for Board approval of different base or program tuition rates at the graduate and professional level. If a campus explores the possibility of developing such a request, it will present evidence to ensure that students in the affected graduate and/or professional programs have been consulted. Tuition for graduate and professional students will be set with an emphasis on maintaining and increasing the excellence of the campus' graduate and professional programs as well as ensuring access. To the extent possible, there should be full tuition remission for graduate assistants to improve a campus' competitiveness in recruiting and retaining highly qualified nonresident graduate students.

In reviewing potential criteria to recommend as a basis for deciding when specific graduate or professional tuition differentials may be appropriate at a particular institution, a flexible policy framework that allows judgments to be reached based on a number of factors is preferable either to cost-based formulas or to discipline or program typologies that treat all academic or professional programs the same. In particular, a flexible approach based on the unique factors associated with specific programs is desirable because of the potential mix of graduate and professional programs that one may find within any given school or college; e.g., a professional school may offer a Ph.D. program in addition to one or more professional degree programs. Therefore, the campuses will consider the following factors in developing graduate and professional school tuition proposals.

- A. The anticipated impact of a proposed change on program quality;
- B. The projected impact of a proposed change in tuition on access for North Carolina residents;
- C. The availability of student financial aid for students with economic need and of tuition remission;
- D. The extent to which current and prospective students can afford possible increases in tuition;
- E. The relationship of projected tuition revenue to institutional and/or program costs;
- F. Tuition and fees, net of remissions and waivers, charged by peer institutions or programs, as compared to tuition and fees, net of remissions, at the UNC institution or program (the public subsidy received by students at public institutions or programs in the peer set,

including the UNC institution or program in question, will also be identified as part of the comparison);

G. A plan for the intended use of additional tuition receipts (e.g., needed improvements to the educational program, funding for competitive salary increases, financial aid, etc.); and

H. Assistantships or grant support for graduate students;

I. Analysis of student indebtedness levels within the University.

4. Timing and Review of Board Action

The Board will act by February of each year, or as soon as possible thereafter, to establish the University's campus-initiated tuition rates for the next academic year. Setting campus-initiated tuition rates by February will permit students and their families to know in early spring what their tuition charges for the fall semester will be, assuming consistency between the actions of the Board of Governors and the General Assembly. Moreover, an institution is required to submit a one-time report at the end of the first full biennium following an approved campus-initiated tuition rate increase in order to confirm that the additional revenues were used as the Board intended in approving the campus request. This will ensure the accountability of a campus for its tuition proposals as well as enable the Board to maintain the University's accountability to the State.

5. Tuition Requests in Context of Long Range Plans

All proposals for campus-based tuition increases will include the campus' plan for other tuition increases for a prospective period of five years, including the year of the current application.

6. Individual Consideration of Campus Request

The Board will review each campus-based tuition request on an individual basis, within the context of the University's long range plan, the need for Board-initiated tuition increases, the state's economic environment, and the financial impact on students. The Board is obligated to exercise its discretion in granting, modifying or denying a campus request.

II. Establishing Fees.

The Board of Governors is responsible for establishing fees at the constituent institutions of the University consistent with the philosophy set forth in the North Carolina constitution. Fees will be charged only for limited, dedicated purposes and shall not be used to defray the costs of general academic and administrative operations of campuses, including academic programs and faculty and administrative salaries and benefits. Consistent with the above citation, the Board will make every effort to keep fees for students as low as possible while providing the revenues needed to support the purposes for which the fees are charged.

Each year, the Board establishes the fees listed below. All fees established shall be based upon the recommendation of the chancellor, the institutional Board of Trustees, and following his or her review, the President. Excluding the application fee charged to prospective students, all fees set by the Board are annual fees. Once an annual fee has been established, semester rates, summer rates, and part-time rates shall be established by the President. It is the policy of the Board to act no later than February of each year to establish fees for the following fall semester.

1. Although the General Assembly provides for most of the instructional costs of institutions through State appropriations, institutions traditionally rely entirely on student fees to finance a number of activities, services, and facilities. Institutional Boards of Trustees are required to weight the benefits of the activity, facility or service against the fee required to provide financial support. Orientation sessions for the Boards of Trustees will regularly include discussions of the process followed when establishing student fees.

A. Application Fee. An application fee shall be established for each institution. Specific programs within an institution may require an application fee different from the fee charged for most students and the Board may set different fees according to program needs.

B. General Fees. Fees generally applicable to all students shall be established by the Board of Governors. Four general fees are authorized: athletic fees, health services fees, student activity fees, and educational and technology fees.

C. Fees Related to the Retirement of Debt Incurred for Capital Projects. Fees generally applicable to all students that provide revenues for the retirement of debt shall be fixed by the Board of Governors at the time of the borrowing. Indebtedness fees may not include components for operations and maintenance but shall reflect the cost of servicing the debt at the coverage levels required in Board resolutions and other documents authorizing the debt. Changes in fees required subsequent to the issuance of the debt may be approved by the President upon the request of the chancellor. Indebtedness fees expire when the related debt is retired.

D. Special Fees. Fees applicable only to students engaged in particular activities or courses of study shall be established by the Board of Governors when needed. These fees will not be used to provide general academic revenues that will be provided for from campus-initiated tuition increases.

2. Each chancellor is authorized to establish miscellaneous service charges for such items as transcripts, diplomas, caps & gowns, special examinations, late registrations, and replacement of I.D. cards. A schedule of such charges shall be filed with the President prior to the beginning of each school year.<sup>2</sup>

3. The process for establishing fees shall be as follows:

A. In academic years ending in odd numbers (e.g., June 30, 2003, prior to the short session of the General Assembly in 2004), the process shall be initiated at the beginning of the fall semester and contain the following steps.

i. The Vice President for Finance shall issue instructions to the campus chancellors calling for them to initiate a review of fees.

ii. Each chancellor shall establish a fee review committee with representatives of all aspects of campus life, including, but not limited to, representatives from Business Affairs, Student Affairs, the Financial Aid Office, and the student body. The Committee shall conduct a complete review of student fees from a zero-based budgeting

---

<sup>2</sup>The Chancellor of the North Carolina School of Science and Mathematics shall transmit by July 1 of each year a schedule of service charges at that institution for approval by the President.

perspective and shall make recommendations to the chancellor for establishing fees effective with the upcoming fall semester. The review will include an examination of alternative resources, including available institutional reserves, to determine if other funding is available to provide the services in lieu of establishing the fee. The review will include a reassessment of the existing operating methods to ensure that operations are performed in a cost-effective manner. If the committee determines that an increase in a fee is needed, the committee shall attempt to decrease another fee so that the total cost of education for students does not increase. In order to ensure that all students are able to meet the increased cost of education, the university's financial aid officer, working with the committee, shall determine that sufficient financial aid is available, from whatever sources are possible.

iii. The chancellor shall review the recommendations of the Committee and present recommendations to the Board of Trustees for review and approval. Before a chancellor makes recommendations to the Board of Trustees, the recommendations of the fee review committee will be shared with student government leaders so that students may inform the chancellor of their perspectives on the proposed changes.

iv. The recommendations of the Board of Trustees will be forwarded to the President for review.

v. When the review is completed, the President will present fee recommendations to the Budget and Finance Committee for consideration by the Board of Governors.

Each step in the process shall be an iterative and comprehensive review of the previous step, resulting in changes to the fee recommendations as deemed appropriate.

B. In academic years ending in even numbers (e.g., June 30, 2004, prior to the long session of the General Assembly in 2005), fee increase proposals submitted by the institutional Board of Trustees to the President may be approved by the President if the increase provides only for the following:

i. Additional revenues equal to the amount required for funding compensation increases for fee-supported employees at a level equivalent to the previous years' compensation increases authorized by the General Assembly.

ii. Additional revenues for nonpersonnel items at a level equivalent to increases in the consumer price index.

If a campus requires other changes in fees in academic years ending in even numbers, the process that shall be followed is identical to that followed in academic years ending in odd numbers.

**Student Involvement in Tuition and Fee Setting Process**

**Campus Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Campus Administrator Name:** \_\_\_\_\_

**Campus Administrator Title:** \_\_\_\_\_

**Campus Administrator Signature:** \_\_\_\_\_

**Student Body President Name:** \_\_\_\_\_

**Student Body President Signature:** \_\_\_\_\_

**Collaboration**

- \_\_\_ Tuition and fee committee(s) established.
- \_\_\_ Students were represented on the committee(s).
- \_\_\_ Student representatives were appointed by the Chancellor in consultation with the Student Body President.
- \_\_\_ Committees were co-chaired by the Chief Academic Officer and/or Chief Student Affairs Officer or their designee along with the Student Body President and/or Student Senate President.

**Inclusiveness**

- \_\_\_ Students on the tuition and fee committees were representative of student constituencies: (for example, in-state, out-of-state, undergraduate, graduate, professional school, distance education, etc.).
- \_\_\_ Student involvement throughout the entire tuition and fee setting process.
- \_\_\_ Student forums were conducted (at least two, one mid-day and one in the evening).

**Transparency**

- \_\_\_ Utilization of social media to reach out to students.
- \_\_\_ Utilization of university listserv(s) and website.

**Timeliness**

- \_\_\_ Process initiated and completed consistent with the UNC Policy. (September 1<sup>st</sup> through December 1<sup>st</sup>)

**Accountability**

- \_\_\_ Inclusion of student involvement form in the institution's tuition and fee request packet submitted to the UNC System Office.

**Additional Information:**

STUDENT ASSEMBLY OF THE EAST CAROLINA UNIVERSITY  
STUDENT GOVERNMENT ASSOCIATION

5<sup>th</sup> SESSION, 2020-2021

ASSEMBLY RESOLUTION 5-03

---

**A RESOLUTION**

To Express The Position Of The Student  
Government Association Of East Carolina  
University On The 2021-2022 Proposed Tuition  
And Fee Increases

**Primary Sponsor:** Treasurer Fried

**Cosponsor(s):** President Robbins, Vice President Hayes, Secretary Maurice, Attorney General  
Stamper

**First Reading:** \_\_\_\_\_

**Referred to:** \_\_\_\_\_

**Second Reading:** \_\_\_\_\_

---

1 *Be it resolved by the Student Assembly of the Student Government Association of East Carolina*  
2 *University,*

3  
4 **SECTION 1. SHORT TITLE**

5  
6 *This Resolution may be cited as the “2021-2022 Tuition and Fee Resolution”*

7  
8 **SECTION 2. STUDENT HEALTH SERVICES FEE INCREASE**

9  
10 **WHEREAS,** Student Health Services (SHS) is vital to the function of East Carolina University,  
11 so that they can help identify problems and treat our students, and;

12  
13 **WHEREAS,** the increase in fees that they are requesting are to aid in maintaining and replacing  
14 equipment that is outdated and/or in need of replacement (HVAC system, leaky  
15 roof), and;

16  
17 **WHEREAS,** according to SHS, Campus Facilities has stated they can no longer defer the  
18 replacement of these vital machines, and;

19  
20 **WHEREAS,** SHS needs to replace other equipment due to age (CBC machine and Computer in  
21 the operating rooms), and;

22  
23 **WHEREAS,** this equipment is also vital to maintain and keep accreditation as an authorized  
24 medical center, and;

25  
26 **WHEREAS,** SHS will also use this increase in funding to increase security in the building, and;

27  
28 **WHEREAS**, protecting the privacy of students who use the services of the SHS is vital, and;  
29

30 **WHEREAS**, there is now a need for SHS to be open on the weekends to provide greater access  
31 to students in need of services.  
32

33 *Now, therefore, be it,*  
34

35 **RESOLVED**, The Student Government Association of East Carolina University **supports** the  
36 increase of the Student Health Services fee in the amount of **\$56**.  
37

### 38 **SECTION 3. CAMPUS LIVING FEE INCREASE** 39

40 **WHEREAS**, The total average fee increase to Campus Living is roughly 1.78% for all  
41 dormitories, and;  
42

43 **WHEREAS**, students already pay a significant price to live on-campus, and;  
44

45 **WHEREAS**, raising prices to live on-campus makes the experience even more expensive and  
46 unattainable to many students who may wish to otherwise, and;  
47

48 **WHEREAS**, ECU places a heavy emphasis on the advantages of living on-campus and requires  
49 that freshman live on-campus while continually raising their prices.  
50

51 *Now, therefore, be it,*  
52

53 **RESOLVED**, The Student Government Association of East Carolina University **opposes** the  
54 increase in fees for Campus Living as presented.  
55

### 56 **SECTION 4. CAMPUS LIVING SINGLE FEE INCREASE** 57

58 **WHEREAS**, Students who chose to remain on-campus for Fall 2020 after the university moved  
59 to fully online classes were transitioned into single rooms to promote social  
60 distancing and prevent further COVID-19 exposure and infection, and;  
61

62 **WHEREAS**, Campus Living is only offering single rooms for the Spring 2021 semester, and;  
63

64 **WHEREAS**, the East Carolina University Board of Trustees at their October 7, 2020 meeting  
65 adopted that students who choose to live on campus for the Spring 2021 semester  
66 will not have to pay any additional charge over the current double room rate to  
67 live in a single room, and;  
68

69 **WHEREAS**, In the case that the university is forced to transition to fully online for Fall 2021  
70 and Spring 2022, Campus Living has proposed that students who choose to stay in  
71 the dormitories will have to pay the single room rate, and;  
72

73 **WHEREAS**, Precedent should prevail, and an affordable option should be offered.

74

75 *Now, therefore, be it,*

76

77 **RESOLVED**, The Student Government Association of East Carolina University **opposes** the  
78 increase in fees for Campus Living Single Rooms as presented, and;

79

## 80 **SECTION 5. CAMPUS DINING FEE INCREASE**

81

82 **WHEREAS**, The total average increase to Campus Dining is roughly 2.25%, and;

83

84 **WHEREAS**, during this time, the consumer food price index shows a 3.5% increase from  
85 August 2019 to August 2020, and;

86

87 **WHEREAS**, the previous beverage contract with Coca-Cola is expiring this year and will need  
88 to be replaced with a new 10-year contract, and;

89

90 **WHEREAS**, the estimates for the new beverage contract are roughly \$500,000 more than the  
91 previous contract per year, and;

92

93 **WHEREAS**, the previous beverage contract was priced at a discounted rate, and;

94

95 **WHEREAS**, due to COVID-19, operational changes have increased the amount of labor needed  
96 to manage dining halls and other retail locations on campus, and;

97

98 **WHEREAS**, Campus Dining's proposal is also reasonable as it is below the rate of inflation.

99

100 *Now, therefore, be it,*

101

102 **RESOLVED**, The Student Government Association of East Carolina University **supports** the  
103 increase in fees for Campus Dining as presented, and;

104

105 *Be it, further,*

106

107 **RESOLVED**, A copy of this resolution will be sent to Interim Chancellor Mitchelson and the  
108 members of the East Carolina University Board of Trustees.

109

## 110 **SECTION 6. DATE EFFECTIVE.**

111

112 This Resolution shall be effective upon its passage by a majority affirmative vote  
113 of the Student Assembly and its signing by the Student Body President.

114

115

116

117

118

---

**Final Vote:** 22 Yea, 2 Nay, 3 Abstain

**I hereby certify that this Resolution was read and adopted in the Student Assembly of the East Carolina University Student Government Association,**

X Matthew Miller  
Matthew Miller, Speaker of the Student Assembly

**WITNESSED:**

X Danielle Maurice  
Danielle Maurice, Student Body Secretary

---

Action Taken by the President: ENACTED (VETOED)

**I hereby signify my approval of this Resolution as adopted by the Student Assembly of the East Carolina University Student Government Association, this.**

X Tucker Robbins  
Tucker Robbins, Student Body President

**NAMING PROPOSAL TO EAST CAROLINA UNIVERSITY  
BOARD OF TRUSTEES**

Terah Archie

Name of Originator

ECU M&amp;HSF

252-524-1628

archie15@ecu.edu

Department/Division

Phone

Email

Proposed Name(s) to Honor: Charles "Chuck" Baldwin

Melanie Sartore-Baldwin is working with the ECU Medical and Health sciences Foundation and the College of Nursing to raise \$25,000 to name the room in memory of her late husband. Melanie is an ECU associate professor of Kinesiology AAH

103 Ironwood Drive Greenville

NC

27834-8833

Address:

City

State

Zip

Telephone:

252-756-8393

Home

Business

Relationship to the University: Former College of Nursing IT employee (now deceased)

Proposed Object for Naming: College of Nursing IT room, room 1185

Purpose for recommendation:

 Honorary (Attach background materials as appropriate to justify the recommendation) Gift (Attach background materials as appropriate to justify the recommendation and complete the section below)Purpose of Gift:  Annual Capital Endowment

Date of Original Commitment:

September 10, 2020

Amount of the Total Commitment:

\$25,000

Amount Paid:

\$15,000

Current Pledge Balance:

\$10,000

Status of Payments:

The additional \$10,000 is in the process of being raised.

Was the gift part of a campaign:

 Yes No Define: Memorial Gift

Was the project pre-approved:

 Yes No

Directed to:

 ECU Foundation Educational Foundation Medical Foundation  Other

If the Gift was more than \$25,000:

1. Attach a copy of the signed Letter of Intent.
2. Define in detail any special arrangements or expectations the donor may have resulting from this Gift.
3. If the Gift is other than cash or cash equivalent, explain the method of valuation, and the plan for liquidation.

ARCHIET15

Digitally signed by ARCHIET15  
Date: 2020.09.21 16:21:26 -0400

Signature of Originator

9/21/2020

Date

PROPOSAL TO EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES  
TO NAME A FACILITY OR ACTIVITY

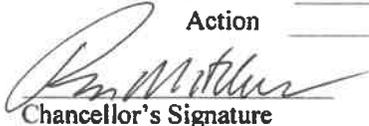
ROUTING SHEET

**Office of Vice Chancellor for University Advancement:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / Sept 25, 2020 Date  
 Vice Chancellor's Signature Forwarded or returned \_\_\_\_\_ Date

Comments \_\_\_\_\_  
\_\_\_\_\_

**Chancellor's Office:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / 10/21/2020 Date  
 Chancellor's Signature Forwarded or returned \_\_\_\_\_ Date

Comments \_\_\_\_\_  
\_\_\_\_\_

**Athletics and Advancement Committee of the Board of Trustees:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_ Date  
 \_\_\_\_\_ Forwarded or returned \_\_\_\_\_ Date  
 Chair's Signature \_\_\_\_\_ Date

Comments \_\_\_\_\_  
\_\_\_\_\_

**Board of Trustees:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_ Date  
 \_\_\_\_\_ Forwarded or returned \_\_\_\_\_ Date  
 Chair's Signature \_\_\_\_\_ Date

Comments \_\_\_\_\_  
\_\_\_\_\_



**From:** Archie, Terah <ARCHIET15@ECU.EDU>  
**Sent:** Thursday, September 24, 2020 3:09 PM  
**To:** Dyba, Christopher Michael <DYBA@ECU.EDU>  
**Cc:** McPherson, Jeff <MCIPHERSONJ14@ECU.EDU>  
**Subject:** CON Naming Opportunity - Room 1185

Good afternoon, Dyba.

I am working with Mrs. Melanie Sartore-Baldwin to raise the funds needed to name the College of Nursing IT Room in honor of her later husband Charles Baldwin. All funds raised in support of this project will be designated to the Nursing Beacon Scholarship Fund. Melanie made an initial gift of \$15,000, 60% of the required minimum of \$25,000 needed to name a room. She is continuing to work closely with me to reach out to her family and friends to help raise another \$10,000 or more.

Attached please find the Naming Request Form, a copy of the Gift Form for the initial payment of \$15,000 and a one pager that I put together for Melanie to share with family and friends. I am hopefully that we will be able to raise another \$10,000 over the next few months. Dean Sylvia Brown and the College of Nursing are behind the project and honored that the Baldwin family chose to support Beacon Nursing Scholarships with funds raised for the naming gift. Dean Brown has already shared the one pager about the project with her faculty and staff.

If possible, I would like to have this request presented to the ECU Board of Trustees at their November Meeting. Please let me know if there is anything else you need in order to move this request forward.



## Charles "Chuck" Baldwin Instructional Technology Room

Charles "Chuck" Baldwin, died tragically on April 18, 2020. He was well known throughout the Greenville community and across the university, and a valued member of the College of Nursing's IT team.

The Baldwin family is working with the ECU Medical & Health Science Foundation and the College of Nursing to name the IT suite, room 1185, in memory of Chuck. Funds raised in support of naming the IT suite will go to support Beacon Nursing Scholarships for undergraduate students in the College of Nursing. Beacon Nursing Scholarships help the college recruit and retain talented students. Dean Sylvia Brown is humbled and honored that the Baldwin family wants to honor Chuck's legacy with a gift to the college that supports future Pirate Nurses.

A minimum of \$25,000 is needed to name the room. An initial gift of \$15,000 or 60% of the required amount has been made. Before we can proceed with finalizing the naming, we need to raise the remaining \$10,000. I hope you will join the family in honoring Chuck in this way.

If you would like to make a gift or pledge to the ECU College of Nursing in support of naming the IT suite, room 1185, in memory of Charles "Chuck" Baldwin please contact Terah Archie at [archiet15@ecu.edu](mailto:archiet15@ecu.edu) or 252-514-1628. All gifts and pledges, regardless of amount, are welcome.

Online gifts can be made using the following link: [Beacon Nursing Scholarship Fund](#). Please make a note under **Additional Options** at the bottom of the page that the gift is in memory of Charles Baldwin so that it will be counted towards the naming gift.

Gifts can also be made by check and should be made payable to the ECU Medical & Health Sciences Foundation. Please include "MA7043, in memory of Charles Baldwin" on the memo line. Gifts can be mailed to the foundation address below.

### **Terah Archie**

Director of Leadership Annual Giving

**ECU Medical & Health Sciences Foundation**

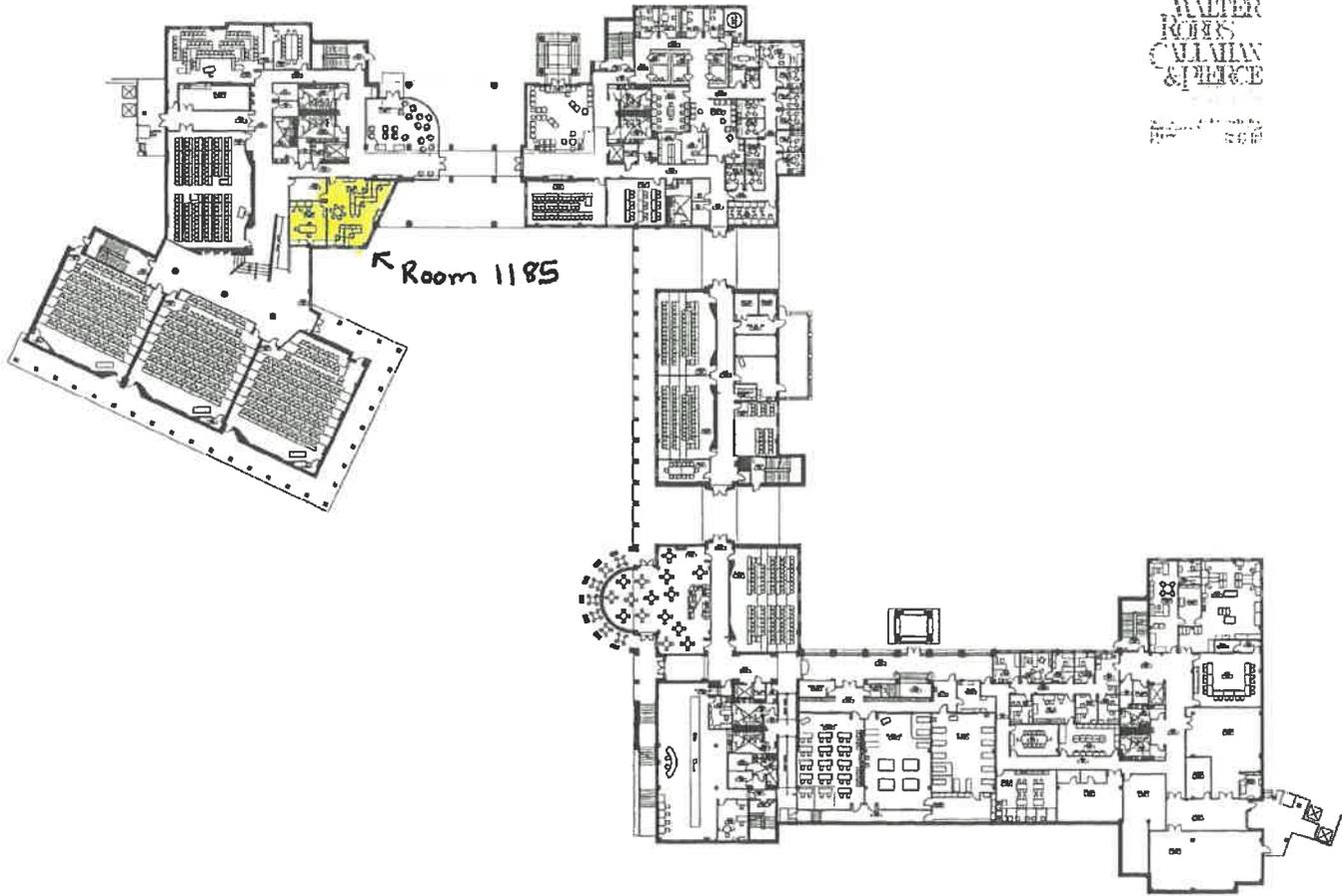
2200 South Charles Blvd. Ste. 1500 | Mail Stop 659

Greenville, NC 27858

If you have any questions or concerns, please email [archiet15@ecu.edu](mailto:archiet15@ecu.edu) or call 252-524-1628.

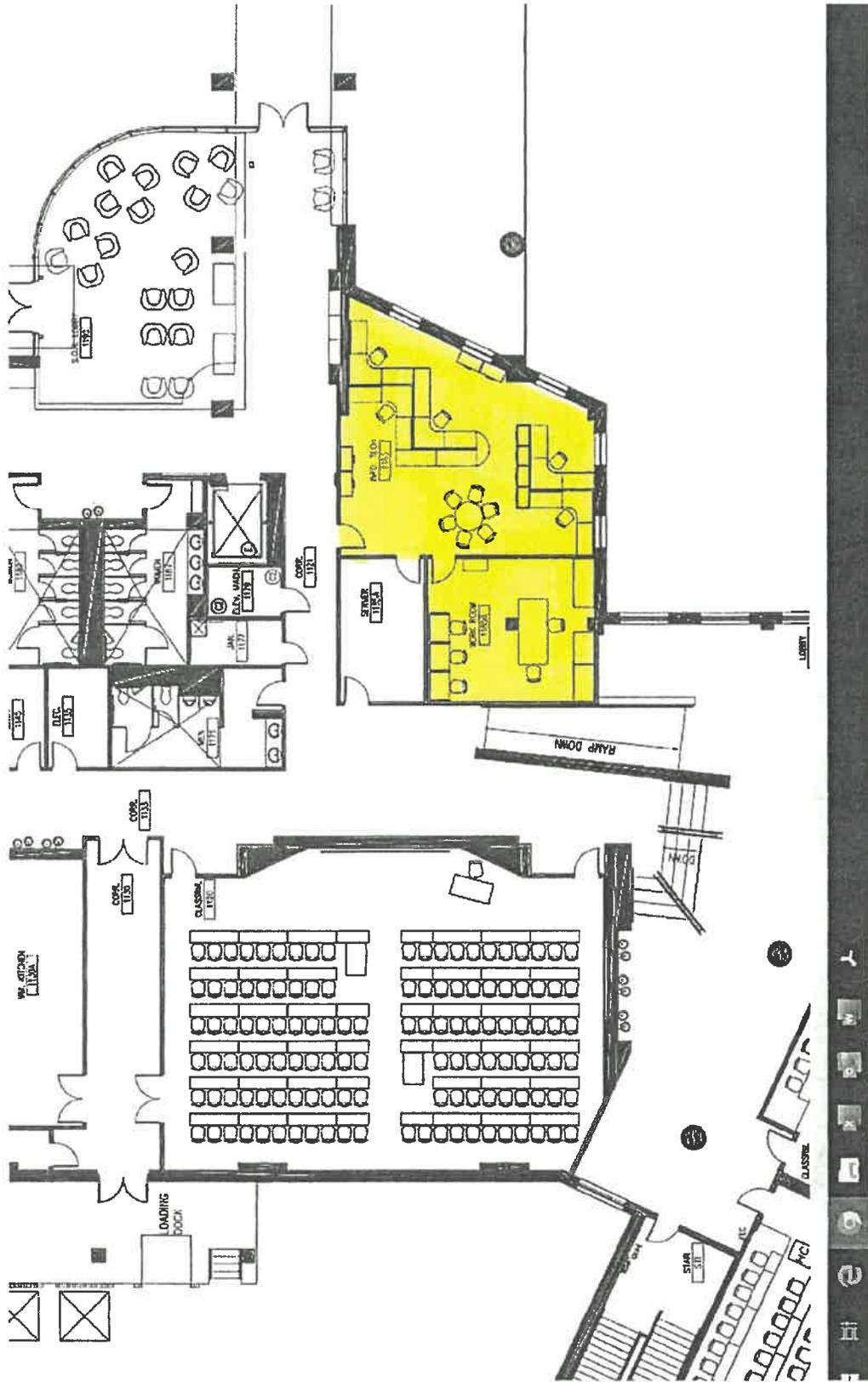
Sincerely,

*Terah Archie*



WALTER  
ROBERTS  
CULMIN  
& PERICE  
ARCHITECTS  
INC.

ECU College of Nursing  
Room 1185





AD-48 Brody Medical Sciences Building | 600 Moye Boulevard | Mail Stop 600  
East Carolina University\* | Greenville, NC 27834-4354  
252-744-2984 office | 252-744-1612 fax

October 1, 2020

Interim Chancellor Mitchelson  
East Carolina University  
Greenville, NC 27858

Dear Interim Chancellor Mitchelson:

I would appreciate your consideration of the enclosed recommendation for the initial appointment of Professor with permanent tenure for Jason B. Hack, MD.

Dr. Jason Hack is scheduled to join East Carolina University November 2, 2020 as Professor with a recommendation for permanent tenure in the Department of Emergency Medicine, Brody School of Medicine.

Dr. Hack completed his Doctorate in Medicine at the State University of New York Downstate, Health Science Center at Brooklyn, Brooklyn, New York in 1993. He completed his residency in Emergency Medicine at New York University Medical Center, Bellevue Hospital Center in New York, New York from 1993 to 1997 and a fellowship in Medical Toxicology at the New York City Poison Center from 1997 to 1999.

Currently he is employed at Brown University in Providence, Rhode Island where he is a tenured Professor in the Department of Emergency Medicine (2016 to current); Director of the Medical Toxicology Education Program (2008-present); Director of the Division of Medical Toxicology (2010-present); and Co-Director of the Addiction Medicine Fellowship, Substance Use-Related Acute and Emergency Management Rotation in the Department of Psychiatry, Brown University (2015-present). He also served as a tenured Associate Professor in the Department of Emergency Medicine, East Carolina University from 2006 to 2008.

Dr. Hack's extensive scholarly activity includes 67 manuscripts in peer-reviewed scientific journals, author of 15 book chapters, 10 grants, and two patents.

For your convenience, attached are the following documents:

- Dr. Jason B. Hack curriculum vitae
- ECU Personnel Action Summary Form for the Board of Trustees

If you approve, we will make arrangements for this recommendation to be placed on the agenda for the November 5, 2020 ECU Board of Trustees meeting.

Sincerely,

DocuSigned by:

*Mark Stacy, MD*  
Mark Stacy, MD

Vice Chancellor, Division of Health Sciences

Enclosures

Approve

*Ron Mitchelson*

---

Ron Mitchelson, PhD  
Interim Chancellor

Do Not Approve

10/6/2020

---

Date

June 14, 2020

**JASON B. HACK, MD**

Professor of Emergency Medicine, Brown University, Providence RI  
 Director, Division of Medical Toxicology  
 Attending Physician, Rhode Island Hospital

31 Reynolds Street  
 East Greenwich, RI  
 02181  
 Mobile: 401 217-9632  
 JBHack@gmail.com

**EDUCATION**

B.A. Biology	State University of New York Binghamton <i>Binghamton, New York</i>	1985-1989
M.D.	State University of New York Downstate, Health Science Center at Brooklyn <i>Brooklyn, New York</i>	1989-1993

**POSTGRADUATE TRAINING**

Residency in Emergency Medicine	New York University Medical Center/ Bellevue Hospital Center <i>New York, NY</i>	1993-1997
Fellowship in Medical Toxicology	New York City Poison Center New York University Medical Center/ Bellevue Hospital Center <i>New York, NY</i>	1997-1999
Certificate of Achievement	Collaborative Mentoring and Leadership Program. National Center of Leadership in Academic Medicine. 1 year program. East Carolina University. <i>Greenville, NC</i>	2000-2001
Physician Leadership Institute Certificate	Valuable Management and Leadership Skills in Modern Healthcare Environment course. Medical Review of North Carolina, Inc./ University of North Carolina Kenan-Flagler Business School. 1 year program. <i>Chapel Hill, NC</i>	2005-2006

**POSTGRADUATE HONORS AND AWARDS**

Chief Resident	Bellevue Hospital Center Department of Emergency Medicine	1996-1997
Special Recognition Award	East Carolina University (ECU) Department of Emergency Medicine Awarded to one faculty member out of 22 by Emergency Medicine faculty for “Excellence in Teaching Toxicology”	2000
Faculty Teaching Award	ECU, Department of Emergency Medicine Awarded to one faculty member out of 22 by the Emergency Medicine residents for “Excellence in Teaching”	2001
Special Recognition Award	Eastern Tarheel Chapter, Emergency Nurses Association First recipient of award for “Excellence and Commitment to Continued Nursing Education in East Carolina”	2003
Certificate of Service	Appreciation for 5 years of service to the State of North Carolina	2004
Faculty Teaching Award	ECU, Department of Emergency Medicine Awarded to one faculty member out of 22 by Emergency Medicine residents for excellence and dedication in teaching	2008
Service, Scholarship Award	ECU, Department of Emergency Medicine Awarded for continued scholarly productivity to department faculty members	2008
Master of Arts ad eundem	Brown University Recognition of promotion to Associate Professor rank	2010
Faculty Teaching Award	Department of Emergency Medicine, Alpert Medical School of Brown University Awarded to one faculty member out of 89 by Emergency Medicine residents for	2013

“Excellence and Dedication in Teaching”

Research Award Dept of Emergency Medicine	Doctors Stephanie Carreiro and Jared Blum were recognized for the research work and publications performed through the Division of Medical Toxicology, Brown University	2014
Brown University	Promoted to Full Professor Department of Emergency Medicine Alpert Medical School	2016-present
ACEP’s Outstanding Newsletter Editor	In my role as Toxicology Section newsletter Chief, October 2015-October 2017, I was selected to receive the American College of Emergency Medicine Outstanding Section Newsletter	2017

**PROFESSIONAL LICENSES AND BOARD CERTIFICATION**

New York Medical License		1993-inactive
North Carolina Medical License		1999-2009
American Board of Emergency Medicine	Board Certified in Emergency Medicine	2000-2011
American Board of Emergency Medicine	Board Certified in Medical Toxicology	2004-2012
Rhode Island Medical License		2008-present
American Board of Emergency Medicine	Re-Certified in Emergency Medicine	2011-present
American Board of Emergency Medicine	Re-Certified in Medical Toxicology	2012-present

Massachusetts Medical License		2016-2018
-------------------------------	--	-----------

American Board of Preventative Medicine	Board Certified in Addiction Medicine	2020
---	---------------------------------------	------

### **ACADEMIC APPOINTMENTS**

East Carolina University <i>Greenville, NC</i>	Assistant Professor Department of Emergency Medicine	1999-2006
---	---	-----------

East Carolina University <i>Greenville, NC</i>	Associate Chief Division of Medical Toxicology Department of Emergency Medicine	1999-2009
---	---	-----------

East Carolina University <i>Greenville, NC</i>	Promoted to Associate Professor with Tenure Department of Emergency Medicine	2006-2008
---	---	-----------

Brown University <i>Providence, RI</i>	Associate Professor Department of Emergency Medicine Alpert Medical School	2008-2016
---	--	-----------

Brown University <i>Providence, RI</i>	Director of Program Medical Toxicology Education Department of Emergency Medicine	2008-present
---	---	--------------

Brown University <i>Providence, RI</i>	Director of Division Division of Medical Toxicology Department of Emergency Medicine	2010-present
---	--	--------------

Rhode Island Hospital <i>Providence, RI</i>	Co-Director Addiction Medicine Fellowship. Substance Use-Related Acute and Emergency Management Rotation Dept. of Psychiatry, Brown University	2015-present
--	--	--------------

Brown University <i>Providence, RI</i>	Promoted to Full Professor Department of Emergency Medicine Alpert Medical School	2016-present
---	---	--------------

### **HOSPITAL APPOINTMENTS**

Pitt County Memorial	Attending Physician	1999-2008
----------------------	---------------------	-----------

Hospital <i>Greenville, NC</i>	Department of Emergency Medicine	
Pitt County Memorial Hospital <i>Greenville, NC</i>	Medical Toxicology Consultant	1999-2008
Rhode Island Hospital <i>Providence, RI</i>	Attending Physician Department of Emergency Medicine	2008-present

#### **OTHER (INCLUDING DEPARTMENTAL) APPOINTMENTS**

Reviewer	Academic Emergency Medicine Annals of Emergency Medicine Alcohol and Alcoholism Journal of Emergency Medicine Science, Translational Medicine Journal of Medical Toxicology New England Journal of Medicine European Journal of Emergency Medicine Journal of Toxicology, Clinical Toxicology Southern Medical Journal American Journal of Drug and Alcohol Abuse	2000-present 2000-present ad hoc 2002-present ad hoc 2004-present ad hoc 2012-present 2000-2004 2002-2008 ad hoc
Member	Peer Review Committee ECU, Department of Emergency Medicine	2001-2008
Member	Faculty Recruitment Committee ECU, Department of Emergency Medicine	2002-2008
Program Director	June Jam Annual regional educational conference for emergency medicine physicians and residents North Carolina College of Emergency Physicians (NCCEP)	2003-2004
Member	Rapid Response Team Pitt County Memorial Hospital Greenville, NC	2003-2004
Member	Promotion and Tenure Committee ECU, Department of Emergency Medicine	2004-2008

Editor & Contributor	EPIC newsletter State Chapter's newsletter for NCCEP	2004-2006
Faculty Liaison	NCCEP Selected to serve as liaison between NCCEP and Department of Emergency Medicine, ECU	2006-2008
Member	Planning Committee Southeastern Regional Society for Academic Emergency Medicine (SAEM) Annual Conference in Wilmington, NC	2007
Founder & Editor & Contributor	<i>The Toxic Natter</i> Quarterly newsletter for Division of Medical Toxicology of Brown University, featuring articles written by myself and residents who rotate through the toxicology program.	2010-present
Council Member	Advisory Council National Violent Death Reporting System State of Rhode Island	2010-present
Faculty Interviewer	Emergency Medicine Residency Program Department of Emergency Medicine Alpert Medical School of Brown University	2010-2016
Founder & Chair	Medical Toxicology Section Rhode Island Chapter of the American College of Emergency Physicians (RIACEP)	2014-present
Member	Naloxone Work Group Multidisciplinary group promoting naloxone's use in ED's and availability to the public. Resulted in changes in Hospital policy and legislation to change RI state law	2014-2017
Invited Contributor	The Toxic Natter has been recognized for it's educational value by the Toxicology Section of American College of Emergency Physicians, which will be disseminating the work nationally via ACEP's website.	2014-2015
Editor-in-Chief	Selected as the Editor for American College	2015-2017

of Emergency Physicians Toxicology Section newsletter, '*Toxicology.doc*' published nationally on ACEP's website. Newsletter is published 4 times a year and covered topics to improve the care of Overdosed/Intoxicated/Poisoned patients.

Course Director	Medical Toxicology Educational Dinner Symposium series for Rhode Island Chapter of the American College of Emergency Physicians (RIACEP)	2015
Core Faculty	Addiction Medicine Fellowship Emergency Medicine and Toxicology Rotations. In collaboration with the Dept of Psychiatry, Brown University	2015-present
Consulting Editor	Clinical Therapeutics Elsevier Health and Medical Science Journals. Sections of Pain, Emergency Medicine and Medical Toxicology	2016-present
Invited Judge	Department of Transportation, Special Projects for a Safer Highway. Providence, RI	2017
Spokesman	Ripple Effect, A Rhode Island State Initiative to Stop Alcohol Impaired Drivers on our Roadways	2018-present
Member	Quality Measures Work Group, ACEP. We are creating a list of Standardized measures to demonstrate benchmarks of exemplary Toxicologic Care of Overdosed/Intoxicated/Poisoned patients for CMS	2017-present
Secretary	Toxicology Section, American College of Emergency Medicine	2018-2020
Council Member at Large	Toxicology Section, American College of Emergency Medicine	2020-present

### **HOSPITAL COMMITTEES**

Member	Antibiotic Utilization Review Committee ECU/ Pitt County Memorial Hospital	2000-2001
Member	Emergency Medicine Department/Trauma Surgical Department Joint Committee on Trauma Resuscitation Area, ECU	1999-2001
Member	Credentialing Committee Brody School of Medicine, ECU	2006-2008
Member	Pharmaceutical and Therapeutic Committee Rhode Island Hospital/The Miriam Hospital	2012-present
Advisor	Opioid Stewardship Committee Rhode Island Hospital	2014-2016
Member	Faculty Search Committee For Toxicology Laboratory Director Division of Laboratory Medicine	2019-2020
Member	Emergency Preparedness Inventory Review Committee, Department of Pharmacy. We reviewed emergency medications and antidote reserves for our system of hospitals	2019

#### **UNIVERSITY COMMITTEES**

Member	Department Chair Search Committee ECU, Department of Emergency Medicine	2005
Member	Faculty Search Committee UEMF, Brown University	2013-2017
Founding Member	Lifespan Opioid Overdose Prevention, Educational resource service for Lifespan Hospital Group, Brown University	2019

#### **MEMBERSHIP IN SOCIETIES**

Society of Academic Emergency Medicine (SAEM)	1996-present
American College of Emergency Physicians (ACEP)	1996-present

Designated Fellow status	2003
American Academy of Clinical Toxicology (AACT)	1998-2006
American College of Medical Toxicology (ACMT) Designated Fellow status	1998-present 2015
American Medical Association	1999-2008
North Carolina College of Emergency Physicians (NCCEP)	1999-2010
North Carolina Medical Society	1999-2010
Pitt County Medical Society	1999-2010
Rhode Island ACEP (RIACEP)	
Member	2010-present
Councilor	2012-2013
Alternate Councilor	2014-2017
Founder and Chair, Medical Toxicology Section	2013-present

#### ORIGINAL PUBLICATIONS IN PEER-REVIEWED JOURNALS

1. **Hack JB**, Hoffman RS: Thiamine Before Glucose to Prevent Wernicke's Encephalopathy: Examining the Conventional Wisdom. *JAMA*. 1998 Feb;279(8):583-4.
2. **Hack JB**, Levis JA, Nelson LS, Hoffman RS. Severe Symptoms Following a Massive Intentional L-Thyroxine Ingestion. *Vet Hum Toxicol*. 1999 Oct;41(5):323-6.
3. **Hack JB**, Powell G, Nelson LS, Hoffman RS, Howland MA. Acute Pediatric Exposure to Pramipexole Dihydrochloride (Mirapex). *J Toxicol Clin Toxicol*. 1999;37(7):891-2.
4. **Hack JB**, Chiang WK, Howland MA, Patel H, Goldfrank LR. The Utility of an Alcohol Oxidase Reaction Test to Expedite the Detection of Toxic Alcohol Exposures. *Acad Emerg Med*. 2000 Mar;7(3):294-7.
5. Burreto F, **Hack JB**. Hyperammonemia and Coma Without Hepatic Dysfunction Induced by Valproate Therapy. *Acad Emerg Med*. 2001 Oct;8(10):999-1001.
6. Zidd A, **Hack JB**. Lamotrigine Overdose in Pediatric Patient. *Pediatr Neurol*. 2004 Jul;31(1):71-2.
7. **Hack JB**. Oral Sumatriptan-Induced Myocardial Infarction. *J Toxicol Clin Toxicol*. 2004;42:309-11.

8. **Hack JB**, Woody Jay, MD, Lewis DE, Brewer K, Meggs WJ. Interactions of Intravenous Calcium in a Digoxin Poisoned Porcine Model. *J Toxicol Clin Toxicol.* 2004;42(4):337-42.
9. **Hack JB**, O'Brien K, Benson N. Pilot study: Concordance of Dispositions for Hypothetical Medical Patients in the Emergency Department. *Acad Emerg Med.* 2005 Jun;12(6):562-7.
10. German BT, **Hack JB**, Brewer K, Meggs WJ. Pressure-Immobilization Bandages Delay Toxicity in a Porcine Model of Eastern Coral Snake (*Micrurus fulvius*) Envenomation. *Ann Emerg Med.* 2005 Jun;45(6):603-8.
11. Trinh H, **Hack JB**. Use of CroFab™ Antivenin in the Management of a Very Young Pediatric Copperhead Envenomation. *J Emerg Med.* 2005 Aug;29(2):159-62.
12. Meggs WJ, Carroll RG, Brewer KL, **Hack JB**, Reeder TJ. Sustained Oxygenation Without Ventilation in Paralyzed Pigs With High-Flow Tracheal Oxygen. *Am J Emerg Med.* 2005 Nov;23(7):864-7.
13. **Hack JB**, Wilkinson HL. Are the "Life-Support" Courses Updated? An Evaluation of Their Literature Base. *Acad Emerg Med.* 2006 May;13(5):580-4.
14. **Hack JB**, Hoffman RS, Nelson LS. Resistant Alcohol Withdrawal: Does an Unexpectedly Large Sedative Requirement Signal Resistance. *J Med Toxicol.* 2006 June;2(2):55-60.
15. **Hack JB**, Meggs, Gilliland MGB. Activated Charcoal Aspiration: Death in a Dose. *Clinical Tox.* 2005;43:679.
16. Heflin CR, Brewer KL, **Hack JB**, Meggs WJ. Heparin Reverses Anaphylactoid Shock in a Porcine Model. *Ann Emerg Med.* 2006 Aug;48(2):190-3.
17. Mercurio-Zappala M, **Hack JB**, Salvador A, Hoffman RS. Pralidoxime in Carbaryl Poisoning: an Animal Model. *Hum Exp Toxicol.* 2007 Feb;26(2):125-9.
18. **Hack JB**, Early J, Brewer KL. An Alcohol Oxidase Dipstick Rapidly Detects Methanol in Serum of an Animal Model. *Acad Emerg Med.* 2007 Dec;14(12):1130-4.
19. Puhr J, **Hack J**, Early JA, Price WL, Meggs WJ. Lithium Overdose With Electrocardiogram Changes Suggesting Ischemia. *J Med Toxicol.* 2008 Sep;4(3):170-2.
20. **Hack JB**, Bakhtiari P, O'Brien K. Emergency Medicine Residents and Statistics, What is the Confidence? *J Emerg Med.* 2009 Oct;37(3):313-8.
21. **Hack JB**, Hecht C. Emergency Physicians' Patterns of Treatment for Presumed Gonorrhea and Chlamydia in Women: One Center's Practice. *J Emerg Med.* 2009 Oct;37(3):257-63.
22. Meggs WJ, Wiley CN, Brewer KL, **Hack JB**. Efficacy of North American Antivenin Against the African viper *Vitis Gabonica* (Gaboon Viper). *J Med Toxicol.* 2010 Mar;6(1):12-4.
23. **Hack JB**, Orobegmi B, De Guzman, Brewer K, Meggs W, O'Rourke D. A Novel Localizing Circumferential Compression Device Delays Onset of Systemic Toxicity After Eastern Diamondback Rattlesnake Torso Envenomations in Anesthetized Swine. *J Med Toxicology.* 2010 Jun;6(2):207-11.

24. Voskoboynik B, Babu K, **Hack JB**. Cevimeline (Evoxac ®) Overdose. *J Med Toxicol*. 2011 Mar;7(1):57-9.
25. Babu KM, Zuckerman MD, Cherkes JK, **Hack JB**. First-Onset Seizure After Use of an Energy Drink. *Pediatr Emerg Care*. 2011 Jun;27(6):539-40.
26. **Hack JB**, De Guzman J, Brewer K, Meggs, W, O'Rourke D. A Novel Localizing Circumferential Compression Device Delays Onset of Systemic Toxicity After Eastern Coral Snake Torso Envenomations in Anesthetized Swine. *J Emerg Med*. 2011 Jul;41(1):102-7.
27. Chai PR, Bastan W, Machan J, **Hack JB**, Babu KM. Levamisole Exposure and Hematologic Indices in Cocaine Users. *Acad Emerg Med*. 2011 Nov;18(11):1141-7.
28. Shaw K, Babu K, **Hack JB**. Methadone, Another Cause of Opioid Associated Hearing Loss: A Case Report. *J Emerg Med*. 2011 Dec;41(6):635-9.
29. Van Ness-Otunnu R, Foster JT, **Hack JB**. Male With Left Lower Quadrant Abdominal Pain. Swallowed Wire Brush Bristle Foreign Body Resulting in Small Bowel Perforation. *Ann Emerg Med*. 2012 Jun;59(6):e11-2.
30. Carreiro S, Blum J, Jay G, **Hack JB**. Intravenous Lipid Emulsion Alters The Hemodynamic Response To Epinephrine In A Rat Model. *J Med Toxicol*. 2013 Sep;9(3):220-5.
31. Blum J, Carreiro S, **Hack JB**. Intravenous Lipid Emulsion Does Not Reverse Dabigatran Induced Anticoagulation in a Rat Model. *Acad Emerg Med*. 2013 Oct;20(10):1022-5.
32. Van-Ness Ottunu, **Hack JB**. Hyperglycemic Crisis. *Journal of Emergency Medicine*. *J Emerg Med*. 2013 Nov;45(5):797-805.
33. Blum J, Carreiro S, **Hack J**. Difficulty Creating an Anticholinergic Rat Model with Atropine. *Clinical Toxicology*. *Clin Toxicol (Phila)*. 2013 Nov;51(9):910.
34. **Hack JB**, Goldlust EJ, Gibbs F, Zink B. The H-Impairment Index (HII): a standardized assessment of alcohol-induced impairment in the Emergency Department. *Am J Drug Alcohol Abuse*. 2014;40(2):111-117. doi:10.3109/00952990.2013.865034
35. Carreiro S, Blum J, **Hack JB**. Pretreatment With Intravenous Lipid Emulsion Reduces Mortality From Cocaine Toxicity in a Rat Model. *Ann Emerg Med*. 2014 Jul;64(1):32-7
36. Zhang XC, Kearney A, Gibbs F, **Hack JB**. Snake Bite! Crotalinae Envenomation of a Man in Rhode Island. *RI Med J*. *R I Med J (2013)*. 2016 Jan 4;99(1):25-7
37. Bowman J, Zhang X, **Hack JB**. Plesiomonas Shigelloides Meningitis in an Adult in the Emergency Department. *Am J Emerg Med*. 2016 Jul;34(7):1329. PMID: 26806178
38. Chai PR, **Hack JB**. Intravenous Lipid Emulsion in the Resuscitation of Cocaine Induced Cardiovascular Arrest in a Rat Model. *Am J Emerg Med* 2016;34:1452-1454.
39. Zhang T, Harronian T, Farrell N, **Hack JB**. Post-Operative Anticholinergic Delirium from a Concealed Scopolamine Patch. *J of Emerg Med*. 2017 Oct; 53(4)

40. **Hack JB**, Goldlust EJ, Ferrante D, Zink BJ. Performance of the Hack's Impairment Index Score: A Novel Tool to Assess Impairment from Alcohol in Emergency Department Patients. *Acad Emerg Med*. 2017;24(10):1193-1203.
41. Schimmel J, George N, Schwarz J, Yousif S, Suner S, **Hack JB**. Carboxyhemoglobin Levels Induced by Cigarette Smoking Outdoors in Smokers. *J Med Toxicol*. 2018 Mar;14(1):68-73. PMID: 29285649
42. Shihab A, Wightman R, **Hack J**. Acute Respiratory Failure from Cement Exposure: A case Report and Review of the Literature. *RI Med J*. 2019 Feb;102 (1):55-57. PMID: 30709077
43. Lash E, **Hack JB**. Antibuse, Alcohol and Other Causes. *RI Med J*. 2019 accepted for publication May 2019, Aug;102 (7):38-40
44. Cohen P, Hack JB. Opioid Overdose With Parkinsonian Features. *Clin Pract Cases Emerg Med*. 2019;3(4):440-441. Published 2019 Oct 14. doi:10.5811/cpcem.2019.7.43537
45. Clark S, **Hack JB**. Keeping the Fentanyl Narrative Accurate. *RI Med J*. 2019. 2019 Nov 1;102(9):11-12
46. **Hack JB**, Melikian GK, Jessey C, Baird J. A Novel Tool to Facilitate Communication of Pain Quality: "Pain Blocks". *Clin Ther*. 2020 Feb 3. pii: S0149-2918(19)30597-1. doi: 10.1016/j.clinthera.2019.12.013. PMID: 32029287
47. Beck AC, Lash EM, **Hack JB**. Environmental Toxic Exposures Using Companion Animals as an Indicator of Human Toxicity: a Case Report and Literature Review. *J. Emerg Med*. 2020 Available on-line, June 2020

#### **OTHER PEER-REVIEWED PUBLICATIONS**

1. **Hack JB**. The 5-Minute Toxicology Consult for PDA (CD-ROM). *Ann Emerg Med*. 2003;41:170-171.
2. **Hack JB**. *Drunk Spell*. Reflections section in *Acad Emerg Med*. 2009;16:812.
3. **Hack JB**, Kobayashi L. "Diagnosis at a Glance" Dye Pack Burn. *Emergency Medicine Magazine*. 2012 Jan;44(1):17
4. Herrington R, (**Hack JB**). Not Just Another Drunk. Reflections section in *Acad Emerg Med*. 2013;20:1084.
5. Celeste J, **Hack JB**. In Vino Veritas? *Emergency Med*. 2013 Sept;45:20-22.
6. **Hack JB**. Telling Loved Ones. Reflections section in *Acad Emerg Med*. 2014;21:224.
7. Samuels E, **Hack JB**. Clostridium Perfringens Septicemia: a Critical Emergency Department Identification. *Emergency Med*. 2014 Oct;46(10):451-454
8. **Hack JB**. Authored "Intralipid", "Naloxone", "Pralidoxime (2-PAM)", "Pyridonine (Vit B-6)", "Silymarin", and "Thiamine (Vit B-1)" sections of Antidote APP, Sponsored by ACEP Toxicology Section. Released Jan 2015

9. **Hack JB.** An Acknowledgement Ode. Reflections section in Acad Emerg Med. 2015;22:250
10. Wilson, T, **Hack JB.** Case report: High Pressure Injection Hand Injury. Emergency Med. 2015 Jun;47(6): 261-263
11. Samuels EA, Aks S, Bernstein E, Choo E, Dwyer K, Green T, **Hack JB,** Juurlink D, Mello MJ, Ranney M, Walley A, Whiteside L. 2015 Opinion: Prehospital Naloxone Administration is Safe. *ACEP Now*.  
<http://www.acepnow.com/article/opinion-prehospital-naloxone-administration-is-safe/>
12. **Hack JB.** Foxglove Flower is Pretty, but Dangerous. Toxicology Q & A. ACEPNow. 2017 July;36(6):9-10 <http://www.acepnow.com/article/foxglove-flower-pretty-deadly/>
13. **Hack JB.** What Will Tea from This Plant Yield? Toxicology Q & A. ACEPNow. 2017 September;36(9):13,17  
<http://www.acepnow.com/issues/?issue=acep-now-vol-36-no-09-september-2017>
14. **Hack JB.** Is the Pretty Sunflower Deadly, Useful, or Just Eye Candy? Toxicology Q & A. ACEPNow, 2018 June;37(6):13,15  
<https://www.acepnow.com/article/is-this-pretty-sunflower-deadly-useful-or-just-eye-candy/>
15. **Hack JB.** Berry Dangerous. Toxicology Q & A. ACEPNow, 2018 September;37:9,6-8  
[https://www.acepnow.com/wpcontent/uploads/2018/09/ACEP\\_Sept\\_2018\\_DafinalCx.pdf](https://www.acepnow.com/wpcontent/uploads/2018/09/ACEP_Sept_2018_DafinalCx.pdf)
16. **Hack JB.** All Fun and Games? Toxicology Q & A. ACEPNow, 2018 December; 37(12);8,11. <https://www.acepnow.com/article/toxicology-qa-answer-yes-the-amanita-muscaria-mushroom-is-toxic/>
17. **Hack JB.** Castor Beans Can Kill, and the Oil Is Iffy, Too. Toxicology Q&A. ACEPNow, 2019 March;38(3):8,10. [https://www.acepnow.com/wp-content/uploads/2019/03/ACEP\\_March\\_2019.pdf](https://www.acepnow.com/wp-content/uploads/2019/03/ACEP_March_2019.pdf)
18. **Hack JB.** Unified Naloxone Administration Graph. Toxicology Q&A. ACEPNow, 2019 July;38(7):20. [https://www.acepnow.com/wp-content/uploads/2019/07/ACEP\\_July\\_2019.pdf](https://www.acepnow.com/wp-content/uploads/2019/07/ACEP_July_2019.pdf)
19. **Hack JB.** Psychedelic Bloom? Toxicology Q&A. ACEPNow, 2019 December;38(3):3,5. [https://www.acepnow.com/wp-content/uploads/2019/12/ACEP\\_December\\_2019.pdf](https://www.acepnow.com/wp-content/uploads/2019/12/ACEP_December_2019.pdf)
20. **Hack JB.** Ancient Chemical Weapon. Toxicology Q&A. ACEPNow, 2020 April;39(4):11-12. <https://www.acepnow.com/article/toxicology-question-what-flower-did-the-greek-army-use-against-a-city/>

### **BOOKS AND BOOK CHAPTERS**

1. **Hack JB,** Nelson LS. Oxalic Acid. In: Duenas Laita A., ed. Intoxicaciones Agudas en Medicina de Urgencia y Ciudadanos Criticos. Barcelona: Masson S.A.; 1999:136-137.

2. **Hack JB**, Nelson LS. Opioids. In: Duenas Laita A., ed. *Intoxicaciones Agudas en Medicina de Urgencia y Ciudadanos Criticos*. Barcelona: Masson S.A.; 1999:320-324.
3. **Hack JB**, Hoffman RS. General management of poisoned patients. In: Tintinalli JE, ed. *Emergency Medicine: A Comprehensive Study Guide*, 5<sup>th</sup> Ed. New York: McGraw-Hill; 2000:1057-1063.
4. **Hack JB**, Lewin N. Cardiac Glycosides. In: Goldfrank LR et al ed. *Goldfrank's Toxicological Emergencies* 7<sup>th</sup> Ed. Connecticut: Appleton and Lange; 2002: 724-734.
5. **Hack JB**, Hoffman RS. General Management of Poisoned Patients. In: Tintinalli JE, ed. *Emergency Medicine: A Comprehensive Study Guide*, 6<sup>th</sup> Ed. New York: McGraw-Hill; 2004:1015-1022.
6. **Hack JB**, Cardioactive Steroids. In: Goldfrank LR et al ed. *Goldfrank's Toxicological Emergencies* 8<sup>th</sup> Ed. Connecticut: McGraw-Hill; 2006: 971-982.
7. **Hack JB**, Hoffman RS. General Management of Poisoned Patients. In: Tintinalli JE, ed. *Emergency Medicine: A Comprehensive Study Guide*, 7<sup>th</sup> Ed. New York: McGraw-Hill; 2011:1187-1193.
8. **Hack JB**, Cardioactive Steroids. In: Goldfrank LR et al ed. *Goldfrank's Toxicological Emergencies* 9<sup>th</sup> Ed. Connecticut: McGraw-Hill; 2011: 963-945.
9. Babu KM and **Hack JB**, Cyanide and Other Chemical Agents, in *Oxford American handbook of disaster medicine*, Partridge RA, Proano L, Marcozzi D, et al., Editors. 2012, New York: Oxford University Press:2012: 540-548.
10. **Hack JB**, Hemolytic Anemias. In: Tintinalli's *Emergency Medicine: Just the Facts*, 3<sup>rd</sup> Ed. Cline D, Editor, New York: McGraw-Hill: 2012:477-479.
11. **Hack JB**, Sickle Cell Disease and Other Hereditary Hemolytic Anemias. In: Tintinalli's *Emergency Medicine Manual*, 7<sup>th</sup> Ed. New York: McGraw-Hill; 2012:622-626.
12. **Hack JB**, Cardioactive Steroids. In: Goldfrank LR et al ed. *Goldfrank's Toxicological Emergencies* 10<sup>th</sup> Ed. New York: McGraw-Hill; 2015:895-903.
13. Janicki A, **Hack J**: Respiratory agent mass-casualty incident (toxic inhalational injury). Chapter 114. In Ciottone GC, ed: *Ciottone's Disaster Medicine*, 2<sup>nd</sup> Ed. Philadelphia: Elsevier (Mosby), 2016:661-664.
14. Pasichow S, **Hack JB**: Tricyclic Antidepressant Overdose chapter. In *EMRA PressorDex*, 3<sup>rd</sup> Ed. Greenwood JC, ed, EMRA;2017:93-94
15. **Hack JB**, Cardioactive Steroids. In: Goldfrank LR et al ed. *Goldfrank's Toxicological Emergencies* 11<sup>th</sup> Ed. New York: McGraw-Hill; 2019:969-977

#### **OTHER NON-PEER REVIEWED PUBLICATIONS**

1. Dick WF, **Hack JB**. TCA overdose. *Ann Emerg Med*. 1999;33:723-724.
2. Dilone L, **Hack JB**. Organophosphate poisoning: No clear etiological origin. *J Toxicol Clin Toxicol*. 1999;37:347-348.
3. Patel V, **Hack JB**. Intravenous saline has no effect on blood ethanol clearance. *J Emerg Med*. 2000;18:381-382.
4. **Hack JB**. Anticoagulants. In: *An Intensive Review Course in Clinical Toxicology*; New York City Poison Control Center and Bellevue Hospital Center

- in conjunction with Saint Johns' University School of Pharmacy and Allied Health Professions. March 2000.
5. **Hack JB.** *Editor in Chief*; EPIC Newsletter for the North Carolina Chapter of American College of Emergency Physicians, Greenville, North Carolina. Multiple issues, 2004-2006.
  6. **Hack JB.** *Founder, Editor in Chief, Contributor*; The Toxic Natter. Produced quarterly—12 issues to date. Newsletter of the Division of Medical Toxicology, Department of Emergency Medicine, Brown University, 2010-present.
  7. **Hack, JB.** “The HII score, introduction and/or refresher”. The Pulse, Rhode Island Hospital Emergency Department Newsletter. April, 2014
  7. Carreiro S, **Hack JB**, Blum J. (Reply) Lipid Emulsion for Cocaine Toxicity: More Questions for Investigation. *Ann Emerg Med.* 2015 Jan;65(1):127-8
  8. **Hack JB.** “4-Safety Program for Prevention of Unintentional Medication Exposure in the Home”. 4-Safety Program, Sponsored by Dunkin Donuts. July, 2015.
  9. **Hack JB** in collaboration with the Department of Transportation, State of Rhode Island. “Dangers of Drinking and Driving”. Public Service Announcement. Played on various radio stations, December, 2017
  10. **Hack JB** in collaboration with the State of Rhode Island Department of Transportation. “The Ripple Effect: Consequences”. Television PSA. February, 2018. <https://www.youtube.com/watch?v=UWW2qVMbXB0>
  11. **Hack JB** in collaboration with the State of Rhode Island Department of Transportation. “The Ripple Effect: A Docs Perspective”. Television PSA. February, 2018 [https://www.youtube.com/watch?v=e6x7u\\_EsTzw](https://www.youtube.com/watch?v=e6x7u_EsTzw)
  12. **Hack JB** in collaboration with the State of Rhode Island Department of Transportation. “The Ripple Effect: You Would Be Shocked”. Television PSA. February, 2018. <https://www.youtube.com/watch?v=L7NuBnBiwfg>
  13. **Hack JB** GoLocalProv.com interview about The Ripple Effect and Effects of Alcohol on Driving. March, 2018 <http://www.golocalprov.com/live/the-ripple-effect-toxicologist-dr.-hack-says-impaired-driving-statistics-ar>

#### **PUBLICATIONS SUBMITTED OR IN PREPARATION**

1. **Hack JB**, Chai PR. “An Innovative Chest Compression Device for Small Animal Cardiac Arrest Research”. Under preparation for publication
2. **Hack JB**, Baird J, Ferrante D. Introduction of HII Score Mobile Device App into Nursing Protocol Does Not Interfere With Task Completion. Under preparation for publication

#### **ABSTRACTS**

1. **Hack JB**, Levis J, Hoffman RS, Nelson LS. Severe Symptoms Following a Massive Ingestion of Veterinary L-Thyroxine. *J Tox Clin Tox.* 1998;36:490-491.

2. **Hack JB**, Nelson LS, Hoffman RS, Powell G, Howland MA. Acute Pediatric Exposure to Pramipexole. *J Tox Clin Tox.* 1998;36:523.
3. Mecurio-Zappala M, **Hack JB**, Salvador A, Hoffman RS. Carbaryl Poisoning: 2-PAM or Not 2-PAM. *J Tox Clin Tox.* 1998;36:428.
4. **Hack JB**, Chiang WK, Howland MA, Patel H. Rapid Detection of Toxic Alcohols Using an Alcohol Oxidase Reaction Test. *Acad Emerg Med.* 1997;4:454 .
5. Meggs WJ, Fowlkes WM, **Hack JB**. Delayed Onset of Toxicity With Unknown Pesticide Ingestion. *J Tox Clin Tox* 2003;41:524.
6. **Hack JB**, Woody J, Brewer K, Meggs WJ. Pilot Study: Use of Calcium Chloride to Treat Hyperkalemia Due to Acute Digoxin Toxicity in a Swine Model. *J. Toxicol Clin Toxicol*, 2004;42:337-342.
7. **Hack JB**, Benson N. Concordance of Dispositions for Hypothetical Medical Patients in the Emergency Department. *Acad Emerg Med.* 2004;11:573.
8. **Hack JB**, Meggs, Gilliland MGB. Activated Charcoal Aspiration: Death in a Dose. *Clinical Tox.* 2005;43: 679.
9. Meggs WJ, **Hack JB**. Gaboon Viper Envenomation in North America. *Clinical Tox.* 2005;43:711.
10. Meggs WJ, Means L, Brewer KL, **Hack JB**. Preliminary Report: Toxicity of Chronic Low-Level Exposures to Organophosphorus Insecticides. *Clinical Tox.* 2005;43:693.
11. **Hack JB**, Meggs WJ, Carroll RG, Brewer KL, Reeder TJ. Oxygenation of Paralyzed Pigs with High-flow Tracheal Oxygen. *Acad Emerg Med.* 2005;12 (5) suppl 1:67-68.
12. **Hack JB**, De Guzman J, Brewer, K, Meggs, W, O'Rourke D. A Novel Localizing Circumferential Compression Device Delays Onset of Systemic Toxicity after Eastern Coral Snake Torso Envenomations in Anesthetized Swine. *Acad Emerg Med.* 2008;15:S96.
13. Fish LR, O'Rourke D, Lust R, Brewer KL, **Hack JB**, Meggs WJ. Cardiovascular Effects of Intravenous Rattlesnake Envenomation. *Ann Emerg Med.* 2008;52:S140.
14. **Hack JB**, Orobegmi B, De Guzman, Brewer K, Meggs W, O'Rourke D. A Localizing Circumferential Compression Device Delayed Death After Artificial Eastern Diamondback Rattlesnake Envenomation to the Torso of an Animal Model in a Pilot Study. *Acad Emerg Med.* 2009;16:S224
15. Voskoboynik N, Babu KM, **Hack JB**. A Case Report of Intentional Cevimeline Ingestion. *Clinical Toxicology.* 2010;48: 610.
16. Zuckerman MD, **Hack JB**, Cherkas JK, Babu KM. First Seizure After Consumption of 5-Hour Energy drink. *Clinical Toxicology.* 2010;48: 656.
17. Blum J, Carreiro S, **Hack JB**. Intravenous Lipid Emulsion Alters the Hemodynamic Response to Epinephrine in a Rat Model. *Acad Emerg Med.* 2012;19(4):S278-279.
18. Carreiro S, Blum J, **Hack JB**. Pretreatment with Intravenous Lipid Emulsion Reduces Mortality from Cocaine Toxicity in a Rat Model. *J Med Toxicol.* 2013;9:82.

19. Blum J, Carreiro S, **Hack JB**. Intravenous Lipid Emulsion Does Not Reverse Dabigatran Induced Anticoagulation in a Rat Model. *J Med Toxicol.* 2013;9:103.
20. Babu K, McKaig DR, Gaunt DA, **Hack JB**. The Naloxone Trigger: An Emergency Department Series. *J Med Toxicol.* 2013;9:84.
21. Blum J, Carreiro S, **Hack JB**. Intravenous Lipid Emulsion Does Not Reverse Dabigatran Induced Anticoagulation in a Rat Model. *Acad Emerg Med.* 2013;20(5):S146.
22. Carreiro S, Blum J, **Hack JB**. Pretreatment with Intravenous Lipid Emulsion Reduces Mortality from Cocaine Toxicity in a Rat Model. *Acad Emerg Med.* 2013;20(5):S120-121.
23. Chai P, **Hack JB**. Intravenous Lipid Emulsion Does Not Resuscitate Cocaine Induced Cardiovascular Arrest in a Rat Model. *J Med Tox.* 2015;11:15
24. George N, Schimmel J, Suner S, **Hack JB**. Abstracts from the 2017 American College of Medical Toxicology Annual Scientific Meeting. *J Med.* 2017;13:3-46. DOI 10.1007/s13181-017-0599-3.
25. Fletcher J, Wightman R, **Hack J**. Digoxin Recrudescence: A Life-threatening Reality for End-stage Renal Disease Patients. *J Med Tox.* 2018;14(1):33
26. A Novel Hand-Powered Device to Deliver Mechanical Closed Chest Compressions for Small Rodent Cardiac Arrest Research. **Hack JB**, Chai PR. *Med. J. Toxicol.* (2020) 16:116–168
27. Introduction of Hack's Impairment Index (HII Score) Mobile Device App into Nursing Protocol Does not Interfere with Task Completion. **Hack JB**, Baird J, Dennis F. *Med. J. Toxicol.* (2020) 16:116–168
28. Environmental Toxic Exposures Using Companion Animals as an Indicator of Human Toxicity: a Case Report and Literature Review. Beck AC, Lash EM, **Hack JB**. *J. Med. Toxicol.* (2020) 16:116–168

## ABSTRACT PRESENTATIONS

### INTERNATIONAL

1. Meggs WJ, Fowlkes WM, **Hack JB**. Delayed Onset of Toxicity with Unknown Pesticide Ingestion. Presented at the European Association of Poison Centers and Clinical Toxicologists. Rome, Italy, May 2003.
2. Shaw K, Babu K, **Hack JB**. Methadone Induced Opioid Associated Hearing Loss. International Conference of Emergency Medicine. Singapore, June 2010.
3. Carreiro S, Blum J, **Hack JB**. Pretreatment with Intravenous Lipid Emulsion Reduces Mortality from Cocaine Toxicity in a Rat Model. Lightning Oral Presentation and Poster presentation at the ACMT Annual Scientific Meeting. San Juan, Puerto Rico. March 2013.
4. Blum J, Carreiro S, **Hack JB**. Intravenous Lipid Emulsion Does Not Reverse Dabigatran Induced Anticoagulation in a Rat Model Lightning Oral

- Presentation and Poster presentation at the ACMT Annual Scientific Meeting. San Juan, Puerto Rico. March 2013.
5. Babu K, McKaig DR, Gaunt DA, **Hack JB**. The Naloxone Trigger: An Emergency Department series. Lightning Oral Presentation and Poster presentation at the ACMT Annual Scientific Meeting. San Juan, Puerto Rico. March 2013.
  6. Schimmel J, George N, Suner S, **Hack JB**. Carbon monoxide levels in Health Cigarette Smokers Outdoors. Platform Oral Presentation and Poster presentation at the ACMT Annual Scientific Meeting. San Juan, Puerto Rico. March 2017.
  7. **Hack JB**, Goldlust E, Farrell N, Ferrante D, Zink B. The HII Score as a Novel Assessment of Alcohol Impairment, Evaluation of a Tool. Poster presentation at the ACMT Annual Scientific Meeting. San Juan, Puerto Rico. March 2017.
  8. Natalija Farrell, **Hack JB**. Lady Stone Heart. Poster presentation at the ACMT Annual Scientific Meeting. San Juan, Puerto Rico. March 2017.
  9. George N, Schimmel J, Suner S, **Hack JB**. Carbon Monoxide Concentrations Induced by Cigarette Smoking Outdoors in Typical Smokers. Poster presentation, 2017 American College of Medical Toxicology Annual Scientific Meeting. San Juan, Puerto Rico. March 2017.
  10. George N, Schimmel J, Suner S, **Hack JB**. Carbon Monoxide Concentrations Induced by Cigarette Smoking Outdoors in Typical Smokers. Platform presentation, 2017 American College of Medical Toxicology Annual Scientific Meeting. San Juan, Puerto Rico. March 2017.

## NATIONAL

1. **Hack JB**, Chiang WK, Howland MA, Patel H. Rapid Detection of Toxic Alcohols Using an Alcohol Oxidase Reaction Test. Poster presented at SAEM Annual Meeting. Washington, DC. May 1997.
2. **Hack JB**, Levis J, Hoffman RS, Nelson LS. Severe Symptoms Following a Massive Ingestion of Veterinary L-Thyroxine. Presented at the North American Congress of Clinical Toxicology. Orlando, FL. September 1998.
3. **Hack JB**, Nelson LS, Hoffman RS, Powell G, Howland MA. Acute Pediatric Exposure to Pramipexole. Presented at the North American Congress of Clinical Toxicology. Orlando, FL. September 1998.
4. Mecurio-Zappala M, **Hack JB**, Salvador A, Hoffman RS. Carbaryl poisoning: 2-PAM or Not 2-PAM. Poster presented at the North American Congress of Clinical Toxicology. Orlando, FL. September 1998.
5. Meggs WJ, Fowlkes WM, **Hack JB**. Delayed Onset of Toxicity With Unknown Pesticide Ingestion. Poster presented at the North American Congress of Clinical Toxicology. Chicago, IL. September 2003.
6. **Hack JB**, Woody J, Brewer K, Meggs WJ. Pilot Study: Use of calcium Chloride to Treat Hyperkalemia Due to Acute Digoxin Toxicity in a Swine

- Model. Poster presented at the North American Congress of Clinical Toxicology. Chicago, IL. September 2003.
7. **Hack JB**, Benson N. Concordance of Dispositions for Hypothetical Medical Patients in the Emergency Department. Poster presented at the SAEM Annual Meeting. Orlando FL. May 2004.
  8. **Hack JB**, Meggs, Gilliland MGB. Activated Charcoal Aspiration: Death in a Dose. Poster presented at the North American Congress of Clinical Toxicology. Orlando, FL. September 2005.
  9. Meggs WJ, **Hack JB**. Gaboon Viper Envenomation in North America. Poster presented at the North American Congress of Clinical Toxicology. Orlando, FL. September 2005.
  10. Meggs WJ, Means L, Brewer KL, **Hack JB**. Preliminary Report: Toxicity of Chronic Low-Level Exposures to Organophosphorus Insecticides. Poster presented at the North American Congress of Clinical Toxicology. Orlando, FL. September 2005.
  11. **Hack JB**, Meggs WJ, Carroll RG, Brewer KL, Reeder TJ. Oxygenation of Paralyzed Pigs with High-flow Tracheal Oxygen. Poster presented at the SAEM Annual Meeting. New York, NY. May 2005
  12. **Hack JB**, De Guzman J, Brewer, K, Meggs, W, O'Rourke D. A Novel Localizing Circumferential Compression Device Delays Onset of Systemic Toxicity After Eastern Coral Snake Torso Envenomations in Anesthetized Swine. Poster presented at the SAEM Annual Meeting. Washington, DC. May 2008.
  13. Fish LR, O'Rourke D, Lust R, Brewer KL, **Hack JB**, Meggs WJ. Cardiovascular Effects of Intravenous Rattlesnake Envenomation. Poster presented at ACEP Scientific Assembly. Chicago, IL. October 2008.
  14. **Hack JB**, Orobegmi B, De Guzman, Brewer K, Meggs W, O'Rourke D. A Localizing Circumferential Compression Device Delayed Death after Artificial Eastern Diamondback Rattlesnake Envenomation to the Torso of an Animal Model in a Pilot Study. Poster presented at the SAEM Annual Meeting. New Orleans, LA. May 2009.
  15. Voskoboynik B, Babu K, **Hack JB**. A Case Report of Intentional Cevimeline Ingestion. Poster presented at the North American Congress of Clinical Toxicology. Denver, CO. October 2010.
  16. Babu KM, Zuckerman MD, Cherkes JK, **Hack JB**. First Seizure After Consumption of an energy drink. Poster presented at the North American Congress of Clinical Toxicology, Denver, CO, October 2010.
  17. Blum J, Carreiro S, **Hack JB**. Intravenous Lipid Emulsion Alters the Hemodynamic Response to Epinephrine in a Rat Model. Lightning Oral Presentation. Poster presented at the SAEM Annual Meeting. Chicago, IL. May 2012.
  18. Blum J, Carreiro S, **Hack JB**. Intravenous Lipid Emulsion Does Not Reverse Dabigatran Induced Anticoagulation in a Rat Model. Oral Presentation at the SAEM Annual Meeting. Atlanta, GA. May 2013.

19. Carreiro S, Blum J, **Hack JB**. Pretreatment with Intravenous Lipid Emulsion Reduces Mortality from Cocaine Toxicity in a Rat Model. Lightning Oral Presentation at the SAEM Annual Meeting. Atlanta, GA. May 2013.
20. Wilson T, **Hack JB**. "Innocuous Emergency, High Pressure Injection Injury to the Finger". Images in Emergency Medicine at the SAEM Annual Meeting. Dallas Tx. May 2014.
21. Chai P, **Hack JB**. Intravenous Lipid Emulsion Does Not Resuscitate Cocaine Induced Cardiovascular Arrest in a Rat Model. Poster presented at American College of Medical Toxicology, Annual Meeting. Clearwater Beach, FL. March 2015.
22. George N, Yousif S, Suner S, **Hack JB**. Carbon Monoxide Concentrations Induced by Cigarette Smoking Outdoors in Typical Smokers. Poster presented at the American College of Emergency Physician, Annual Meeting. Boston, Ma, October 2015.
23. Fletcher J, Wightman R, **Hack J**. Digoxin Recrudescence: A Life-threatening Reality for End-stage Renal Disease Patients. American Academy of Medical Toxicologists Annual Meeting. Washington DC, April 2018
24. Beck AC, Lash EM, **Hack JB**. Environmental Toxic Exposures Using Companion Animals as an Indicator of Human Toxicity: a Case Report and Literature Review. Poster presented at American College of Medical Toxicology, Annual Meeting. New York, NY, March 2020
25. **Hack JB**, Chai PR. A Novel Hand-Powered Device to Deliver Mechanical Closed Chest Compressions for Small Rodent Cardiac Arrest Research. Poster presented at American College of Medical Toxicology, Annual Meeting. New York, NY, March 2020
26. **Hack JB**, Ferrante D, Baird J. Introduction of HII Score Mobile Device App into Nursing Protocol Does Not Interfere With Task Completion. Poster presented at American College of Medical Toxicology, Annual Meeting. New York, NY, March 2020
27. Lindquist DG, Valente JH, **Hack JB**. Commercially Available Snakebite Device Reduces Bleeding During Repair of Laceration at a Non-Compressible Site. Poster presented at the SAEM Annual Meeting. Denver, CO. May 2020

## REGIONAL

1. **Hack JB**, De Guzman J, Brewer, K, Meggs, W, O'Rourke D. A Novel Localizing Circumferential Compression Device Delays onset of Systemic Toxicity after Eastern Coral Snake Torso Envenomations in Anesthetized Swine. Poster presented at Annual Southeastern Regional Meeting of SAEM, Louisville, Kentucky. March 2008
2. **Hack JB**, Orobegmi B, De Guzman, Brewer K, Meggs W, O'Rourke D. A Localizing Circumferential Compression Device Delayed Death After Artificial Eastern Diamondback Rattlesnake Envenomation to the Torso of an

- Animal Model in a Pilot Study. Poster presented at the New England Regional Meeting of SAEM (NERDS). Worcester, MA. March 2009
3. Shaw K, Babu K, **Hack JB**. Methadone Induced Opioid Associated Hearing Loss. Poster presented at NERDS. Shrewsbury, MA. April 2010
  4. Blum J, Carreiro S, **Hack JB**. Intravenous Lipid Emulsion Alters the Hemodynamic Response to Epinephrine in a Rat Model. Lightning Oral Presentation. Poster presented at NERDS. Springfield, MA. March 2012
  5. Blum J, Carreiro S, **Hack JB**. Intravenous Lipid Emulsion Does Not Reverse Dabigatran Induced Anticoagulation in a Rat Model. Lightning Oral Presentation at NERDS. Providence, RI. April 2013
  6. Carreiro S, Blum J, **Hack JB**. Pretreatment with Intravenous Lipid Emulsion Reduces Mortality from Cocaine Toxicity in a Rat Model. Lightning Oral Presentation at NERDS. Providence, RI. April 2013
  7. **Hack JB**, Chai P. Novel Small Animal CPR Machine. Poster presented at NERDS. New Haven, CT. March 2014
  8. Chai P, **Hack JB**. Intravenous Lipid Emulsion Does Not Resuscitate Cocaine Induced Cardiovascular Arrest in a Rat Model. Poster Presented at the New England Regional Meeting of SAEM (NERDS), Newton, MA. April 1, 2015
  9. Xiao CZ, Haronian T, Farrell N, **Hack JB**. Post-Operative Anticholinergic Poisoning—concealed complication of a Commonly Used Medication. Poster presented at the New England Regional Meeting of SAEM (NERDS). Worcester, MA. March 2017
  10. Wolfe J, Haronian T, **Hack JB**. Massive Ethylene Glycol Ingestion Fluorescent Urine. Poster presented at the New England Regional Meeting of SAEM (NERDS). Worcester, MA. March 2017
  11. **Hack JB**, Goldlust E, Farrell N, Ferrante D, Zink B. The HII Score as a Novel Assessment of Alcohol Impairment, Evaluation of a Tool. Poster presentation at the New England Regional Meeting of SAEM (NERDS). Worcester, MA. March 2017
  12. Shihab A, Wightman R, **Hack J**. Acute Respiratory Failure from Cement Exposure: A Case Report and Review of the Literature. Poster presentation at the New England Regional Meeting of SAEM (NERDS). Worcester, MA. March 2019
  13. **Hack JB**. Fentanyl Beats Methadone, a Case Series. Poster presentation at the New England Regional Meeting of SAEM (NERDS). Worcester, MA. March 2020
  14. Lindquist DG, Valente JH, **Hack JB**. Commercially Available Snakebite Device Reduces Bleeding During Repair of Laceration at a Non-Compressible Site. Poster presentation at the New England Regional Meeting of SAEM (NERDS). Worcester, MA. March 2020
  15. **Hack JB**, Melikian G, Baird J. A Novel Tool Facilitates Communication of Pain Quality—“Pain Blocks”. Lightning Oral presentation at the New England Regional Meeting of SAEM (NERDS). Worcester, MA. March 2020

## LOCAL

1. Blum J, Carreiro S, **Hack JB**. Intralipid's Interaction with Epinephrine. Poster presented at Brown University Research Day. Providence, RI. October 2011
2. Carreiro S, Blum J, **Hack JB**. Pretreatment with Intravenous Lipid Emulsion Reduces Mortality from Cocaine Toxicity in a Rat Model. Rhode Island Hospital Research Day. Providence, RI. October 2012
3. Blum J, Carreiro S, **Hack JB**. Intravenous Lipid Emulsion Does Not Reverse Dabigatran Induced Anticoagulation in a Rat Model. Rhode Island Hospital Research Day. Providence, RI. October 2012
4. George N, Suner S, **Hack JB**. Carbon monoxide levels in Health Cigarette Smokers Outdoors. Rhode Island Hospital Research Day. Providence, RI. October 2014

### **SCHOLARLY WORK PUBLISHED IN OTHER MEDIA**

1. Interviewed for GoLocalProv about "Teen Binge Drinking and Brain Damage". Aug 2011. [golocalprov.com/health/new-research-teen-binge-drinking-and-brain-damage1/](http://golocalprov.com/health/new-research-teen-binge-drinking-and-brain-damage1/)
2. Interviewed for GoLocalProv about "Spring Break Binge Drinking". March, 2012. [golocalprov.com/health/spring-break-drinking-leads-to-brain-damage/](http://golocalprov.com/health/spring-break-drinking-leads-to-brain-damage/)
3. Interviewed on Radio, WPRO. "Dangers of Hand Sanitizer". April, 2012
4. Interviewed for GoLocalProv about "Underage Drinking". July, 2012. [golocalprov.com/health/teen-underage-drinking-advice-for-parents/](http://golocalprov.com/health/teen-underage-drinking-advice-for-parents/)
5. Interviewed for Providence Journal. "Fake Drugs, Real Danger. Dangers of Marijuana Substitutes". Providence Sunday Journal, November, 18, 2012
6. Interview on Channel 12 news with Susan Hogan. "Liquid Laundry Detergent Pods Danger". December, 13, 2012; aired February 27, 2013
7. Interview on WRPO with Gene Valicenti on "Molly and MDMA". September, 3, 2013
8. Interview in the Providence Journal newspaper with Lynn Arditi. "R.I. health, law officials warn returning students of dangers of drug 'Molly'" September 7, 2013. <http://www.providencejournal.com/breaking-news/content/20130906-r.i.-health-law-officials-warn-returning-students-of-dangers-of-drug-molly.ece>
9. Interview on WRPO with Gene Valicenti on "Opioid Overdose and Epidemic". February, 5, 2014
10. Interview on WRPO with Gene Valicenti on "Naloxone". February, 19, 2014.
11. Interview for Rhode Island NPR with Kristin Gourlay on opioids and its recent epidemic. Jan 21, 2014. For march 9, 2014. [RIPR.org/post/killer-drugs-tackling-opioid-addiction-and-overdose](http://RIPR.org/post/killer-drugs-tackling-opioid-addiction-and-overdose)
12. Designed, printed and distributed promotional posters to Emergency Departments throughout Rhode Island to raise awareness for the American Association of National Poison Control Centers' Poison Prevention Week. With the RIACEP Medical Toxicology Committee. March, 2014

13. Interview on WPRO with Gene Valicenti. About “Poison Prevention Week”. March 17<sup>th</sup>, 2014
14. Interview with Barbra Morse Silva, channel 10 news. On “Poison Prevention Week”. March 20<sup>th</sup>, 2014. <http://www.turnto10.com/story/25027337/health-check-poison-prevention-week>
15. Created and distributed, through RIACEP medical toxicology committee, a poster throughout Rhode Island Emergency Departments in preparation for the DEA sponsored “Take Back Day” April 26<sup>th</sup>, 2014
16. Exhibited and curated a display of 30 of fine art photographs entitled “Poisonous, Medicinal, Beautiful—flowers of Rhode Island” with accompanying descriptive plaques at the East Greenwich Library, East Greenwich, RI. January, 2014
17. Exhibited a display of 10 fine arts photographs of medicinal flowers, each accompanied by a descriptive plaque, in the gallery on the first floor of Rhode Island Hospital, Providence, RI. March, 2014
18. Cover photograph. “Astilbe”. East Greenwich Monthly magazine. June, 2014.
19. Cover photograph. “Foxglove”. Advancing Medicine. Touching Lives. Rhode Island Hospital’s magazine for friends and supporters. Fall, 2014
20. Interview with Kerri Carrado, Channel 10 news. “Dangers of Molly”. February, 25<sup>th</sup>, 2015  
[https://www.youtube.com/watch?v=jZqQir1Sq\\_Q&feature=youtu.be&a](https://www.youtube.com/watch?v=jZqQir1Sq_Q&feature=youtu.be&a)
21. Assistant Editor for the production of the “Antidotes APP”. Sponsored by the American College of Emergency Physicians, Toxicology Section. Released world wide, January 2015
22. Interview with Samantha Lavien Channel 6 news on “Fentanyl”. March 17<sup>th</sup>, 2015
23. Exhibited and curated a display of 19 fine art photographs entitled “Beauty in the Garden: Poisonous, Medicinal and Benign” with accompanying descriptive plaques. Showed at the Brown Medical School. Six week engagement beginning March, 2015
24. Spotlight interview “Toxicologist Captures Poisons and Panaceas of Medicinal Plants at Alpert Photo Exhibit” by Mary Korr. Published in Rhode Island Medical Journal. July, 2015;98:78-79
25. Interview with Patrick Little, Channel 12 news. On “Risks of Powdered Caffeine”. November, 3, 2015 <http://wpri.com/2015/11/03/powdered-caffeine-can-be-deadly-in-the-hands-of-teens/>
26. Featured article “Pretty Poison”, by Margaret O’Keefe. Published in ‘Lifelines’ the official newsletter of Lifespan Inc. November, 2015
27. Interview with Amanda Milkovits. Providence Journal. September 25, 2016. <http://www.providencejournal.com/news/20160924/police-crack-down-on-monkey-weed-in-providences-kennedy-plaza>
28. Interview with Susan Campbell, Channel 12 news. “Is Slime Safe?” February, 27, 2017

29. Featured blog on Living – A Lifespan Blog. “Why We Need Poison Prevention Week.” <https://www.lifespan.org/news-events/lifespan-blog/why-we-need-poison-prevention-week> March, 21, 2017
30. <http://wpri.com/2017/05/16/after-teens-death-from-caffeine-local-doc-encourages-caution/> May, 16, 2017
31. Featured blog on Living – A Lifespan Blog. “Doctors Orders: Enjoy Summer Safely”. <https://www.lifespan.org/news-events/lifespan-blog/doctors-orders-enjoy-summer-safely> June, 21, 2017
32. Interview with Kaity Walsh, “RIDOT reveals campaign to bring awareness of drunk driver dangers”. Channel 12 news. <http://wpri.com/2018/02/01/ridot-unveils-new-awareness-campaign-on-dangers-of-drunk-driving/> February, 2, 2018
33. Hack JB. Inventor, Author, Designer. “HII Score App for mobile devices”. I created and wrote the text, illustrations and directed the form and implementation of this App. This project was underwritten by a Risk management grant from Lifespan. September, 2018—August, 2019
34. Selected artist at the Warwick Museum, juried Digital Art Show – “Pain blocks” image that was displayed in their gallery exhibit. November, 2018
35. Featured Physician Artist in the Brown Medicine Magazine. Directed at bringing attention to the dangers of alcohol impaired driving. This show was specifically directed at Medical students and faculty at the Brown Medical school who will be encountering this population in practice and are in a position to counsel their patients about safety. January, 2019  
<http://www.brownmedicinemagazine.org/blog/message-in-a-bottle/>
36. Assistant Editor for the complete update and re-writing of the “Antidotes APP”. This project is Sponsored by the American College of Emergency Physicians and includes contributions from the Toxicology Section members. March, 2019 and continuing. <https://apps.apple.com/us/app/acep-toxicology-section-antidote-app/id959303490>
37. My Images in Impact photograph exhibit were prominently displayed at the AAA and Dept of Transportation event entitled “Drive Free”. The event took place at the Upper Room in West Warwick, RI. May, 2019
38. Interview with Katie Davis. “Carbon Monoxide Detectors in RI Public Schools”. Channel 10 news. June 2019. <https://turnto10.com/i-team/nbc-10-i-team-lack-of-co-detectors-in-ri-schools-poses-health-risks-expert-says>
39. Featured Physician in the Brown Medicine Magazine. “Cool Tool, Sobriety Check”. The article highlights my innovative work developing and researching the Hack’s Impairment Index (HII Score) in the emergency department. June, 2019. <https://medicine.at.brown.edu/sobriety-check/>
40. Published submission entitled “From Discard to Discourse, Can We Save a Life?”. Triage, a health humanities blog. Article on using art to begin conversations and call attention to alcohol impaired injuries and deaths on the roadways. July, 2019. <https://www.triagehealthhumanities.com/post/from->

discard-to-discourse-can-we-save-a-life

## **INVITED PRESENTATIONS**

### **NATIONAL**

1. Intensive Review Course in Clinical Toxicology, "General Management Strategies in Approaching the Poisoned Patient". New York City Poison Control Center, New York, NY. March, 1998
2. Intensive Review Course in Clinical Toxicology, "Management of Toxicity of Cardiac Medications: Digoxin, Calcium Channel Blockers, Beta Adrenergic Antagonists". New York City Poison Control Center, New York, NY. March, 1999
3. Intensive Review Course in Clinical Toxicology, "Anticoagulant Agents". New York City Poison Control Center, New York, New York. March, 2000
4. Intensive Review Course in Clinical Toxicology, Clinicopathological conference, "Unexplained Severe Metabolic Acidosis". New York City Poison Control Center, New York, NY. March, 2001
5. Intensive Review Course in Clinical Toxicology, Clinicopathological conference, "Resistant Seizures after Rodenticide Exposure". New York City Poison Control Center, New York, NY. March, 2003
6. Intensive Review Course in Clinical Toxicology, "Cutting Edge Antidotes". New York City Poison Control Center, New York, NY. March, 2010
7. Intensive Review Course in Clinical Toxicology, "Poison Chemical Workshop". New York City Poison Control Center, New York, NY. March, 2015

### **REGIONAL**

1. Pediatric Grand Rounds, "Evaluation of the Blue Patient: Diagnosis of Methemoglobinemia". Department of Pediatrics, Brody School of Medicine, Greenville, NC. 2000
2. Review Course for East Care and Eastern North Carolina EMS, "Toxidromes". Greenville, N.C. February, 2001 and May, 2001
3. Fall into Emergency Care Education. Sponsored by the Emergency Nurses Association, Eastern Tarheel Chapter. "Toxidromes", Wilson, N.C., October, 2001
4. Spring into Emergency Care Education. Sponsored by the Emergency Nurses Association, Eastern Tarheel Chapter. "Biological and Chemical Weapons". New Bern, NC. April 2002
5. June Jam. Regional annual conference sponsored by the North Carolina College of Emergency Physicians, "Don't Miss that Toxidrome". Wrightsville, NC. June, 2002
6. Roanoke Chowan Hospital, "Current Drugs of Abuse in North Carolina". Ahoskie, NC. 2004

7. Beauford County Medical Society, "Drugs of Abuse". Washington, NC. 2005
8. "Dangers at the Beach". Call Center nurses, East Carolina University, August, 2005
9. "What's New in Toxidromes" Sponsored by the Emergency Nurses Association, Eastern Tarheel Chapter, New Bern, October, 2005
10. Eastern Area Health Education Center, "Toxicology of House Fires", for the healthcare professionals of Onslow Memorial Hospital. Jacksonville, NC. 2006
11. Drexel University College of Medicine, Department of Emergency Medicine, "Carbon Monoxide and Cyanide Poisoning from Fire Exposure". Philadelphia, PA. 2006
12. Camp Lejeune Naval Base, "An updated Look at Drugs of Abuse in East Carolina". For Military Healthcare Professionals. Jacksonville, NC. 2007
13. Halliburton Naval Hospital, "Current Drugs of Abuse, a North Carolina Perspective". For Military Healthcare Professionals. Cherry Point Naval Base, NC. 2007
14. Carolinas Chapter of American Radiology Nursing Association, "Toxidromes". Gaskins-Leslie Center, Greenville, NC. 2008
15. Pungo District Hospital, "Current Drugs of Abuse", Belhaven, NC. 2008.
16. Rhode Island College, Lecture to Undergraduates on "Dangers of Alcohol Use". Warwick, RI. 2010
17. The Providence Center, "Bath Salts: History, Legal Path, Toxicity and Treatment". Providence, RI. 2012
18. Child Protective Services, "Bath Salts: History, Legal Path, Toxicity and Treatment". Rhode Island Hospital, Providence, RI. 2013
19. Moderator for the Lightening Oral Presentation Session. New England Regional Society for Academic Emergency Medicine meeting. Providence, RI, 2013
20. Panel Member for the Community Listening Forum on Drug Overdose Prevention and Rescue. The Miriam Hospital, Providence, RI. 2014
21. Brain Power Series. "Home Medication Safety" public lecture sponsored by the Norman Prince Neurosciences Institute at the Alpert Medical School. May, 2014
22. Grand Rounds, Newport Hospital. "Pain Medications, Ups, Downs and Side (Effects)". Sponsored by the Educational Department. Newport, RI, December, 2014
23. Toxicology Dinner Conference. "The First 5-Minutes: Caring for the Tox Patient". Sponsored by the Rhode Island American College of Emergency Physicians, Division of Medical Toxicology. Chapel Grill, Warwick, RI. January 22, 2015
24. Regional Simulation Enhanced Medical Management CBNRE course. "Chemical Weapons of Warfare". Sponsored by Brown Advanced Emergency Medicine Academies Fellowship program in Disaster Medicine and Emergency Preparedness. Simulation Center at Coro Bldg. Providence, RI. April 30, 2015
25. Physician Assistant Educational module on Toxicology. "Critical Initial Steps in Managing Toxicology Patients". Bryant University, Smithfield, RI. November 16, 2015

26. Toxicology Dinner Symposium. “Toxicologic Big Pictures”. Sponsored by the Rhode Island American College of Emergency Physicians, Division of Medical Toxicology. Bravo Brasserie Restaurant, Providence, RI. December 2, 2015
27. Physician Assistant Education module on Medical Toxicology. “General Management of the Poisoned Patient—an Introduction”. Johnson and Wales University, Providence, RI. May, 2016
28. Rhode Island Impaired Driving Summit. “Images in Impact”. Sponsored by the Impaired Driving Prevention Alliance, Rhode Island Department of Transportation. Community College of Rhode Island, Warwick, RI. August 26<sup>th</sup>, 2016
29. Physician Assistant Educational module on Toxicology. “Initial Steps in Managing Toxicology Patients”. Bryant University, Smithfield, RI. November 28, 2016
30. Pharmacy Student Didactics course, BPS521. “General Management of the Poisoned Patients—First Steps and Toxidrome Recognition”. University of Rhode Island, School of Pharmacy, North Kingstown, RI. April 24, 2017
31. Pharmacy Student Didactics course, BPS521. “Signs, Symptoms and Treatment of Calcium Channel, Beta Blocker, and Cardioactive Glycoside Poisonings.”. University of Rhode Island, School of Pharmacy, North Kingstown, RI. April 25, 2017
32. Physician Assistant Education module on Medical Toxicology. “General Management of the Poisoned Patient—an Introduction”. Johnson and Wales University, Providence, RI. May, 2018
33. Physician Assistant Educational module on Toxicology. “Critical Initial Steps in Managing Toxicology Patients”. Bryant University, Smithfield, RI. October 6, 2017
34. The New England Council for Emergency Medical Services. “Opioid Crisis Update”. Gurney’s Newport Resort and Marina. Newport, RI, November 20, 2017
35. Pharmacy Student Didactics course, BPS521. “General Management of the Poisoned Patients—First Steps and Toxidrome Recognition”. University of Rhode Island, School of Pharmacy, North Kingstown, RI. April 23, 2018
36. Pharmacy Student Didactics course, BPS521. “Signs, Symptoms and Treatment of Calcium Channel, Beta Blocker, and Cardioactive Glycoside Poisonings.”. University of Rhode Island, School of Pharmacy, North Kingstown, RI. April 25, 2018
37. Physician Assistant Education module on Medical Toxicology. “General Management of the Poisoned Patient—an Introduction”. Johnson and Wales University, Providence, RI. May, 2018
38. Invited Guest Lecturer for Physician Assistant Educational module on Toxicology. “Critical Initial Steps in Managing Toxicology Patients”. Bryant University, Smithfield, RI. October 15, 2018
39. Environmental Surveillance Lecture series. “Cyanide Exposures in Fire Fighters. What We Know and Don’t Know”. Sponsored by the Department of Health, State of Rhode Island. December 17, 2018

40. Pharmacy Student Didactics course, BPS521. “General Management of the Poisoned Patients—Critical First Steps and Toxidrome Recognition”. University of Rhode Island, School of Pharmacy, North Kingstown, RI. April 21, 2019
41. Physician Assistant Education module on Medical Toxicology. “General Management of the Poisoned Patient—an Introduction”. Johnson and Wales University, Providence, RI. April 22, 2019
42. Pharmacy Student Didactics course, BPS521. “Signs, Symptoms and Updated Treatment Options for Calcium Channel and Beta Blocker Overdoses”. University of Rhode Island, School of Pharmacy, North Kingstown, RI. April 25, 2019
43. Expert Content Advisor. Tox Disaster Hazmat Scenario (Simulation). Resident Conference, Department of Emergency Medicine, Brown University. May, 2019
44. Invited Expert Discussant. The Ripple Effect Town Hall Meeting “The Road to Zero”. This was a multi institutional meeting involving local and state leaders in the initiative to bring Rhode Island alcohol related deaths down to none. RI Department of Transportation and Highway Safety. June, 2019
45. Selected Expert Discussant. 6<sup>th</sup> Annual MedEd Talks! “Novel PowerPoint Construct to Take Learners (and Lectures) on a Journey” Hosted by the Department of Faculty Professional Development, Brown University, Providence, RI. October, 7, 2019
46. Invited Visiting Professor Grand Rounds. “Poisonous Snakes and Snake Bite”. Emergency Medicine Residency Program, Kent Hospital, Warwick, RI. November, 14<sup>th</sup>, 2019
47. Invited Lecture for Physician Assistant Educational module on Toxicology. “Medical Toxicology, 15 Critical Topics to Know”. Bryant University, Smithfield, RI. November 15, 2019
48. Pharmacy Student Didactics course, BPS521. “General Management of the Poisoned Patients—First Steps and Toxidrome Recognition Home Edition for Zoom”. University of Rhode Island, School of Pharmacy, North Kingstown, RI. April, 2020
49. Pharmacy Student Didactics course, BPS521. “Signs, Symptoms and Treatment of Calcium Channel, Beta Blocker, and Cardioactive Glycoside Poisonings Home Edition for Zoom.”. University of Rhode Island, School of Pharmacy, North Kingstown, RI. April, 2020

## LOCAL

1. Medical Student Emergency Medicine Interest Group, “What is Medical Toxicology”. East Carolina University, Greenville, NC. April 2001, April 2002, January 2000
2. Acting Interns (4<sup>th</sup> year Medical Students), “An Introduction to Medical Toxicology”. East Carolina University, Greenville, NC. August 2005

3. Medical Student Wilderness Medicine Elective, “Stings and Bites”. Sponsored by the Department of Emergency Medicine, Brown University, Providence RI. April, 2010
4. Critical Care Medicine Grand Rounds. “Toxidromes, Recognition and Management”. The Miriam Hospital, Providence, RI. December, 2011
5. Grand Rounds Lecturer. “Pediatric Lead Poisoning, Revisiting an Old Nemesis”. Department of Pediatrics and the Division of Medical Toxicology. Rhode Island Hospital, Providence, RI. February 2012
6. Medical Student Wilderness Medicine Elective. “Snake bite, Hymenoptera Envenomation”. Sponsored by the Department of Emergency Medicine, Brown University, Providence, RI. Dec, 2012
7. Medical Student Wilderness Medicine Elective. “Snake bite, Hymenoptera Envenomation”. Sponsored by the Department of Emergency Medicine, Brown University, Providence, RI. December, 2013
8. Internal Medicine Morbidity and Mortality Rounds. Invited Speaker. “Cryptic Cyanide Poisoning”. The Miriam Hospital, Providence RI. October, 2014
9. Internal Medicine Morbidity and Mortality Rounds. Invited Speaker. “Aspirin Intoxication”. The Miriam Hospital, Providence RI. October, 2014
10. “Opioids, History and Current Issues” Professor Rounds, resident educational didactics. Department of Emergency Medicine. Brown University, Providence, RI. November, 2014
11. Medical Student Wilderness Medicine Elective. “Snake bite, Hymenoptera Envenomation”. Sponsored by the Department of Emergency Medicine, Brown University, Providence, RI. Dec, 2014
12. Medical Student Wilderness Medicine Elective. “Venomous Snakes of North America”. Sponsored by the Department of Emergency Medicine, Brown University, Providence, RI. March, 2015
13. Medical Student Wilderness Medicine Elective. “Venomous Snakes of North America”. Sponsored by the Department of Emergency Medicine, Brown University, Providence, RI. April, 2016
14. Organizer and panel speaker in joint Emergency Medicine-Fire Department of RI meeting on “ED Treatment and Management of Cyanide Exposures in Providence Firefighters”. Providence, RI. May, 2016
15. Resuscitation Review meeting of Rhode Island EMS. Panel speaker. “Carbon Monoxide Poisoning”. Rhode Island Hospital, Providence, RI. May, 2016
16. Medical Student Wilderness Medicine Elective. “Venomous Snakes of North America”. Sponsored by the Department of Emergency Medicine, Brown University, Providence, RI. April, 2017
17. Physician Assistant EMPAD Educational module on Toxicology. “Use of Opioid Medications in the Emergency Department”. Brown University, Providence, RI. September, 2017
18. Medical Student Wilderness Medicine Elective. “Bites and Stings and Venomous Snakes of North America”. Sponsored by the Department of Emergency Medicine, Brown University, Providence, RI. April, 2018
19. Invited Researcher Presentation. “Cyanide and Firefighters—What We Know and Don’t Know.” Department of Health, Providence, RI. December, 2018

- 20. Emergency Medicine Interns Lecture Series. “An introduction to the Toxicology and its Critical Aspects” 90 minute lecture for the Department of Emergency Medicine, Brown University, Providence, RI. July, 2019
- 21. Physician Assistant EMPAD Educational module on Toxicology. “History of Opioids and their Local Use in the Emergency Department”. Brown University, Providence, RI. November, 2019

**GRANTS**

- 1. Babu KM, **Hack JB**. “Naloxone Administration Trigger Reporting”. Lifespan Risk Management Department at Rhode Island Hospital. \$46,000. 2011-2012. Co-investigator.
- 2. **Hack JB**. “Intralipid’s Effects in Exposures without Antidote”. Faculty Research Grant, UEMF. \$10,000. 2012-2014. Principal Investigator.
- 3. Blum J, **Hack JB**. “Intralipid’s use in Dabigatran Exposure”. Emergency Medicine Resident Research Grant, UEMF. \$2,500, 2012-2013. Co-Investigator.
- 4. Carriero S, **Hack JB**. “Intralipid’s use in Cocaine Overdose”. Emergency Medicine Resident Research Grant, UEMF. \$2,500. 2012-2013. Co-Investigator.
- 5. Chai P, **Hack JB**. “Intralipid after Cocaine Induced Cardiac Arrest”. Emergency Medicine Resident Research Grant, UEMF. \$2,500. 2013-2014. Principal Investigator.
- 6. **Hack JB**, Goldlust E, Ferrante D, Gibbs F, Zink B. “The HII Score. Implementation and Evaluation of a Novel Clinical Tool to Assess Impairment in Alcohol Intoxicated ED Patients”. UEMF Mid-Career Academic Development Award. \$80,000. January 2013-January 2015. Principal Investigator.
- 7. Hannum J, **Hack JB**. “Antidotes APP”, ACEP Medical Toxicology Section Grant of \$2745. Funded by the American College of Emergency Physicians. 2014.
- 8. Hannum J, **Hack JB**. “Antidotes APP update”, ACEP Medical Toxicology Section Grant of \$3,000. Funded by the American College of Emergency Physicians. 2017.
- 9. UEMF Research Grant of \$10,000. This grant was approved for me to undertake a pilot study to evaluate whether Firefighter’s in Providence RI develop elevated cyanide levels after being dispatched to active fire scenes.
- 10. **Hack JB**. “*Mobile App Creation for the HII Score,*” Lifespan Inc. Funded by the Loss Prevention Grant from the Department of risk management. \$67,000 September, 2018. Principal Investigator.

**UNIVERSITY TEACHING ROLES**

Instructor	1995
“Phlebotomy,”	
Emergency Medicine Medical Student Teaching Course	

New York University, New York, NY.

Instructor "Splinting and Casting of Orthopedic Injuries". Emergency Medicine Medical Student Teaching Course New York University, New York, NY.	1996
Content Director and Lecturer Emergency Medicine Conference. Toxicology, Critical Care Rounds, Toxicology Case Conferences, and Morbidity & Mortality Conferences Presented approximately 12 lectures/year--108 lectures Audiences ranged from 10-50 participants. ECU, Greenville, NC.	1999-2008
Lecturer Medical Toxicology Grand Rounds. Presented approximately 4 lectures/year--36 lectures for audiences of 10-50 participants. ECU, Greenville, NC.	1999-2008
Preceptor Emergency Medicine Residency. Assigned one resident per year to improve clinical skills. ECU, Greenville, NC.	2001-2003
Preceptor "An Introduction to Medical Toxicology". Medical Student Emergency Medicine Interest Group. ECU, Greenville, NC.	2001-2003
Preceptor Physical Diagnosis Course. Worked with 2 second year medical students per year. ECU, Greenville, NC.	2001-2003
Lecturer Acting Interns lecture series. Presented on various topics related to medical toxicology. ECU, Greenville, NC.	2005
Instructor Suture Lab. Acting Interns lecture series. ECU, Greenville, NC.	2008
Director for the Toxicology Lecture Series	2008-present

Emergency Medicine weekly resident conferences  
 Present on various medical toxicology topics  
 Approximately 10-13 lectures/ year—approximately 100 lectures to date  
 Audiences from 10-50 participants that includes EM/IM/Peds residents  
 and faculty, Brown University Medical students, visiting faculty  
 Department of Emergency Medicine, Brown University.

Director and Lecturer 2008-present  
 Medical Toxicology Grand Rounds.  
 Present on various topics related to Medical Toxicology.  
 Approximately 1-2 lectures/ year—approximately 15 lectures to date  
 Audiences from 10-50 participants. that includes EM/IM/Peds residents  
 and faculty, Brown University Medical students, visiting faculty  
 Department of Emergency Medicine, Brown University.

Director of Program 2008-present  
 Educational Program in Medical Toxicology.  
 Developed and implemented syllabus for a requisite  
 toxicology rotation.  
 Participants have included second year EM residents,  
 Pediatric EM fellows, Critical Care fellows, and  
 Addiction Medicine fellows  
 10-14 participants/year—120 rotators to date  
 Department of Emergency Medicine, Brown University

Lecturer for Medical Toxicology Educational Program 2008-present  
 Small group format lectures to toxicology rotators during course.  
 I give approximately 8 small group lectures/4 weeks  
 Course runs 8-10 months per year—80 lectures/year  
 Total small group lectures to date—approximately 800  
 Department of Emergency Medicine, Brown University.

Lecturer for Medical Toxicology Educational Program 2008-present  
 Small group format lectures to toxicology rotators during course.  
 I give approximately 8 small group lectures/4 weeks  
 Course runs 8-10 months per year—80 lectures/year  
 Total small group lectures to date—approximately 800  
 Department of Emergency Medicine, Brown University.

Mentor 2010-2011  
 Engineering course (ENGIN)1930G,  
 I mentored a group of 8 graduate students through the  
 translational aspects of development, marketing and business formation around a  
 "Vibrational Anesthesia Invention".  
 The group won a very competitive place in Betaspring (a small  
 business incubator), was featured in Boston.com, and was very successful.

## Brown University

Mentor Engineering course (ENGIN)1930G, I mentored a group of 7 graduate engineering students a full semester through the translational aspects of hands-on design and clinical applicability in the development of an “Advanced Laryngoscope” Brown University	2011-2012
Guest Lecturer Engineering course (ENGIN) 2910. “My Experience with Patenting Medical Devices”. 1-2 lectures/year—6 lectures Approximately 20-30 undergraduate students School of Engineering, Brown University	2009-2017
Invited Lecturer Wilderness Medicine course for medical students Presentations on “Snakes and venomous creatures” Presented 1-2 times annually Audience is approximately 10-15 students Warren Alpert Medical school, Brown University.	2014-present
Guest Lecturer Physician Assistant Education module on Medical Toxicology. “General Management of the Poisoned Patient—an Introduction”. Annually Approximately 30 students Johnson and Wales University, Providence, RI. May, 2018	2016-present
Invited Lecturer Pharmacy Student Didactics course, BPS521. 2 lectures presented annually Average class size 30-40 students University of Rhode Island, School of Pharmacy, North Kingstown, RI.	2016 – present
Invited lecturer Physician Assistant Educational module on Toxicology Presented annually Average class size 20-30 students Bryant University, Smithfield, RI	2016 – present
Invited Mentor Industrial Design Studio, ENGN 1930M Full semester course on the improvement or	2017-2018

innovation of a medical device  
 Group of 4 students who worked towards  
 realizing my innovation of the Pain Blocks  
 Combined Rhode Island School  
 of Design and Brown University.

#### **SELECT MENTORED RESIDENTS**

Fermin Burreto, MD	2001	Medical Toxicologist, Clinical Associate Professor, Chairman, Upper Chesapeake Emergency Department University Maryland, Bel Air, MD
Heather Wilkinson, DO	2006	Attending Emergency Physician, John's Island, SC
Jacqueline Early, MD	2007	Attending Emergency Physician, Johnston Memorial Hospital, Abingdon, VA
Poopak Bakhtiari, MD	2007	Attending Emergency Physician, Baptist Hospital, Miami FL
Claus Hecht, MD	2008	Attending Emergency Physician, West Anaheim Medical Center, Anaheim CA
Jocelyn De Guzman, MD	2009	Attending Emergency Physician, East Carolina University, Greenville, NC
Matthew Zuckerman, MD	2010	Medical Toxicologist, Attending Emergency Physician University Massachusetts, Worcester, MA
Ron Van Ness-Otunnu, MD	2011	Attending Physician, Sturdy Medical Center, Warwick, RI
Jared Blum, MD	2013	Recipient Department of Emergency Medicine Resident Research Award, Brown University 2013. Attending Emergency Physician, Central Vermont Medical Center, Berlin VT
Stephanie Carreiro, MD	2013	Recipient Department of Emergency Medicine Resident Research Award, Brown University 2013. Emergency Physician, University Massachusetts, Worcester, MA
Reagan Herrington, MD	2013	Attending Physician, Inova Department of Emergency Medicine, Alexandria, VA
Peter Chai, MD	2014	Medical Toxicology Fellowship, Attending Emergency Physician, Massachusetts General Hospital, MA
Elizabeth Samuels, MD	2015	Attending Physician, Department of Emergency Medicine, Brown University, RI
Jon Fletcher , MD	2018	PGY 4, Emergency Medicine Resident. On his research, writing, presenting and publication of a medical paper. Department of Emergency Medicine, Brown University.



## **PATENTS**

**Hack JB:** “Emergency snake bite treatment devices, medical kits and related methods”.  
U.S. Patent # US8641731 B2.

Issued Feb 4, 2014

**Hack JB, Jesse C.** “Novel Object for Pain Assessment”.  
Filed with US Patent Office. Patent Pending

## **ADDITIONAL ACTIVITIES**

2020-2021

Core faculty for Telehealth initiative.

Brown Emergency Medicine, Brown Physicians Inc.

I was selected to be part of the first 30 faculty to be oriented and trained to participate and run this new health care endeavor sponsored by the Department of Emergency Medicine.

Automobile Association of America

2016-2018

COMMUNITY OUTREACH—RIPPLE EFFECT:

I spent a significant amount of time and was very involved in a Statewide campaign to bring the dangers of alcohol impaired driving to the attention of Rhode Islanders—entitled the Ripple Effect. This initiative involved a multimedia approach to bring the message broadly to the community.

These activities have included being prominently featured on radio and television Public Service Announcements as both a witness to the damages and life changing consequences of impaired driving and as an expert discussing the effects and risks of impaired driving. <https://rippleeffectri.com> .

Additionally, I participated on a PBS news community panel show and was interviewed on local news programs.

Inspired by these activities, I have independently developed an educational photography show entitled “Images in Impact” focused on outreach and educating the public on the dangers of mixing alcohol with driving.

This novel traveling exhibit includes a collection of my photography. Each of the 13 images is accompanied by a descriptive plaque describing the facts and dangers of impaired driving.

This collection has been prominently featured at several State-wide events at the Rhode Island Impaired Driving Summit, Providence RI, where I was an invited speaker and artist for a one day viewing. The Impaired Driving Prevention Alliance and Rhode Island

Department of Transportation sponsored the Conference which was held at the Community College of Rhode Island, Warwick, RI.

The show was also exhibited by the Automobile Association of America, at the Sprout Gallery in Providence, and at the Rhode Island Center for Photographic Arts, RI.

The Brown Medical School has invited me to present the work and will be the next venue for the exhibit—December 2018-January, 2019.

This work was also been displayed at the AAA and Dept of Transportation event entitled “Drive Free” in Warwick, RI, May 25<sup>th</sup>, 2019

**EAST CAROLINA UNIVERSITY PERSONNEL ACTION SUMMARY FORM**  
*(Administrator completes Section I. and faculty member (appointee) completes Section II.)*

Section I. To be completed by the appropriate administrator(s).

Name of Appointee: Jason Hack, MD

Department: Emergency Medicine School/College: Brody School of Medicine

Current Rank or Title: *(if applicable)* Proposed Rank or Title: Professor

Indicate Type of Action: *(select all that apply)*

- Administrative Appointment:
- New Faculty Appointment:
- Promotion:
- Conferral of Tenure:
- Other: \_\_\_\_\_
- (describe)* \_\_\_\_\_
- Distinguished Professorship: \_\_\_\_\_
- (provide name of professorship)* \_\_\_\_\_

Effective Date of Action: November 2, 2020

Contract Period: Administrative Appointment: 9 mo.  12 mo.   
 Faculty Appointment: 9 mo.  12 mo.

Salary: \$ 320,000 Source(s): State Funds: \$ \_\_\_\_ \*Non-State Funds: \$320,000 (ECU-P)  
*\*Indicate Sources of non-state funds generically ( i.e., grants, receipts, trust funds, endowments, medical faculty practice plan, etc.):*

Prior Recommendations/Personnel Actions:  
*(please check appropriate responses)*

Source	Recommended	Not Recommended	Not Applicable
Appropriate Unit Personnel Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chair/Unit Head	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dean	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provost/Vice Chancellor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chancellor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board of Trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Section II. To be completed by the faculty member.

## 1. Education Background: (indicate degree, date earned and institution, note additional study &amp; training)

**EDUCATION**

B.A. Biology	State University of New York Binghamton <i>Binghamton, New York</i>	1985-1989
M.D.	State University of New York Downstate, Health Science Center at Brooklyn <i>Brooklyn, New York</i>	1989-1993

**POSTGRADUATE TRAINING**

Residency in Emergency Medicine	New York University Medical Center/ Bellevue Hospital Center <i>New York, NY</i>	1993-1997
Fellowship in Medical Toxicology	New York City Poison Center New York University Medical Center/ Bellevue Hospital Center <i>New York, NY</i>	1997-1999
Certificate of Achievement	Collaborative Mentoring and Leadership Program. National Center of Leadership in Academic Medicine. 1 year program. East Carolina University. <i>Greenville, NC</i>	2000-2001
Physician Leadership Institute Certificate	Valuable Management and Leadership Skills in Modern Healthcare Environment course. Medical Review of North Carolina, Inc./ University of North Carolina Kenan-Flagler Business School. 1 year program. <i>Chapel Hill, NC</i>	2005-2006

2. Teaching and other professional experience: (Show inclusive dates, rank and/or title, institution or agency, and indicate first appointment at current institution with rank and any changes to date)

### **ACADEMIC APPOINTMENTS**

East Carolina University <i>Greenville, NC</i>	Assistant Professor Department of Emergency Medicine	1999-2006
East Carolina University <i>Greenville, NC</i>	Associate Chief Division of Medical Toxicology Department of Emergency Medicine	1999-2009
East Carolina University <i>Greenville, NC</i>	Promoted to Associate Professor with Tenure Department of Emergency Medicine	2006-2008
Brown University <i>Providence, RI</i>	Associate Professor Department of Emergency Medicine Alpert Medical School	2008-2016
Brown University <i>Providence, RI</i>	Director of Program Medical Toxicology Education Department of Emergency Medicine	2008-present
Brown University <i>Providence, RI</i>	Director of Division Division of Medical Toxicology Department of Emergency Medicine	2010-present
Rhode Island Hospital <i>Providence, RI</i>	Co-Director Addiction Medicine Fellowship. Substance Use-Related Acute and Emergency Management Rotation Dept. of Psychiatry, Brown University	2015-present
Brown University <i>Providence, RI</i>	Promoted to Full Professor Department of Emergency Medicine Alpert Medical School	2016-present

### **HOSPITAL APPOINTMENTS**

Pitt County Memorial Hospital <i>Greenville, NC</i>	Attending Physician Department of Emergency Medicine	1999-2008
Pitt County Memorial Hospital <i>Greenville, NC</i>	Medical Toxicology Consultant	1999-2008
Rhode Island Hospital <i>Providence, RI</i>	Attending Physician Department of Emergency Medicine	2008-present

**UNIVERSITY TEACHING ROLES**

Instructor "Phlebotomy," Emergency Medicine Medical Student Teaching Course New York University, New York, NY.	1995
Instructor "Splinting and Casting of Orthopedic Injuries". Emergency Medicine Medical Student Teaching Course New York University, New York, NY.	1996
Content Director and Lecturer Emergency Medicine Conference, Toxicology, Critical Care Rounds, Toxicology Case Conferences, and Morbidity & Mortality Conferences Presented approximately 12 lectures/year--108 lectures Audiences ranged from 10-50 participants. ECU, Greenville, NC.	1999-2008
Lecturer Medical Toxicology Grand Rounds. Presented approximately 4 lectures/year--36 lectures for audiences of 10-50 participants. ECU, Greenville, NC.	1999-2008
Preceptor Emergency Medicine Residency. Assigned one resident per year to improve clinical skills. ECU, Greenville, NC.	2001-2003
Preceptor "An Introduction to Medical Toxicology". Medical Student Emergency Medicine Interest Group. ECU, Greenville, NC.	2001-2003
Preceptor Physical Diagnosis Course. Worked with 2 second year medical students per year. ECU, Greenville, NC.	2001-2003
Lecturer Acting Interns lecture series. Presented on various topics related to medical toxicology. ECU, Greenville, NC.	2005
Instructor Suture Lab. Acting Interns lecture series. ECU, Greenville, NC.	2008

<p>Director for the Toxicology Lecture Series  Emergency Medicine weekly resident conferences  Present on various medical toxicology topics  Approximately 10-13 lectures/ year—approximately 100 lectures to date  Audiences from 10-50 participants that includes EM/IM/Peds residents and faculty, Brown University Medical students, visiting faculty  Department of Emergency Medicine, Brown University.</p>	2008-present
<p>Director and Lecturer  Medical Toxicology Grand Rounds.  Present on various topics related to Medical Toxicology.  Approximately 1-2 lectures/ year—approximately 15 lectures to date  Audiences from 10-50 participants. that includes EM/IM/Peds residents and faculty, Brown University Medical students, visiting faculty  Department of Emergency Medicine, Brown University.</p>	2008-present
<p>Director of Program  Educational Program in Medical Toxicology.  Developed and implemented syllabus for a requisite toxicology rotation.  Participants have included second year EM residents, Pediatric EM fellows, Critical Care fellows, and Addiction Medicine fellows  10-14 participants/year—120 rotators to date  Department of Emergency Medicine, Brown University</p>	2008-present
<p>Lecturer for Medical Toxicology Educational Program  Small group format lectures to toxicology rotators during course.  I give approximately 8 small group lectures/4 weeks  Course runs 8-10 months per year—80 lectures/year  Total small group lectures to date—approximately 800  Department of Emergency Medicine, Brown University.</p>	2008-present
<p>Lecturer for Medical Toxicology Educational Program  Small group format lectures to toxicology rotators during course.  I give approximately 8 small group lectures/4 weeks  Course runs 8-10 months per year—80 lectures/year  Total small group lectures to date—approximately 800  Department of Emergency Medicine, Brown University.</p>	2008-present
<p>Mentor  Engineering course (ENGIN)1930G,  I mentored a group of 8 graduate students through the translational aspects of development, marketing and business formation around a "Vibrational Anesthesia Invention".  The group won a very competitive place in Betaspring (a small business incubator), was featured in Boston.com, and was very successful.  Brown University</p>	2010-2011

<p>Guest Lecturer Engineering course (ENGIN) 2910. “My Experience with Patenting Medical Devices”. 1-2 lectures/year—6 lectures Approximately 20-30 undergraduate students School of Engineering, Brown University</p>	2009-2017
<p>Invited Lecturer Wilderness Medicine course for medical students Presentations on “Snakes and venomous creatures” Presented 1-2 times annually Audience is approximately 10-15 students Warren Alpert Medical school, Brown University.</p>	2014-present
<p>Guest Lecturer Physician Assistant Education module on Medical Toxicology. “General Management of the Poisoned Patient—an Introduction”. Annually Approximately 30 students Johnson and Wales University, Providence, RI. May, 2018</p>	2016-present
<p>Invited Lecturer Pharmacy Student Didactics course, BPS521. 2 lectures presented annually Average class size 30-40 students University of Rhode Island, School of Pharmacy, North Kingstown, RI.</p>	2016 – present
<p>Invited lecturer Physician Assistant Educational module on Toxicology Presented annually Average class size 20-30 students Bryant University, Smithfield, RI</p>	2016 – present
<p>Invited Mentor Industrial Design Studio, ENGN 1930M Full semester course on the improvement or innovation of a medical device Group of 4 students who worked towards realizing my innovation of the Pain Blocks Combined Rhode Island School of Design and Brown University.</p>	2017-2018

**HOSPITAL TEACHING ROLES**

Attending Physician in an academic ED 1999-2008  
 Worked with and supervised medical students and up to 4 resident physicians per 10 hour shift approximately 100 shifts/year Pitt County Memorial Hospital.

Associate Chair for Medical Toxicology, 1999-2008  
 Created an educational program for the month long medical toxicology course for the EM residents and medical students rotating on the service.  
 24-hour On-call every other day for 9 years as backup for the Toxicology Consult service.  
 Taught residents and medical students: at the bedside, in formal lectures, in small groups, in residency organized educational sessions and Grand Rounds format.  
 Provided consult management advice and supplied education on toxicological issues to hospital services on a daily basis.  
 Pitt County Memorial Hospital.

Attending Physician in an academic ED 2008-present  
 Work with and supervise medical students, mid level providers and resident physicians per 9 hour shifts  
 Approximately 8-10 shifts/month  
 Rhode Island Hospital.

Educational Medical Toxicology Consultant. 2008-2019  
 On-Call 24-hours with 1-3 residents rotating on the medical toxicology service.  
 Approximately 540 calls to date.  
 Serve as medical toxicology educational resource for physicians in the intensive care units, adult emergency department and pediatric emergency department.  
 Provide education about toxicological issues to hospital services on a daily basis.  
 Rhode Island Hospital, The Miriam Hospital, Hasbro Hospital.

**3. Scholarly & Creative Activities:**

Type	Number
Book	
Edited Book	
Chapter	15
Refereed Journal Article	67
Other Journal Article	13
Juried Performance/Show	
Non-Juried Performance/Show	
Other: Grants	10
Other: Presentations	77
Other: Abstracts	28
Other: Abstract Presentations	56
Other: Patents	2

4. Membership in professional organizations:

**MEMBERSHIP IN SOCIETIES**

Society of Academic Emergency Medicine (SAEM)	1996-present
American College of Emergency Physicians (ACEP)	1996-present
Designated Fellow status	2003
American Academy of Clinical Toxicology (AACT)	1998-2006
American College of Medical Toxicology (ACMT)	1998-present
Designated Fellow status	2015
American Medical Association	1999-2008
North Carolina College of Emergency Physicians (NCCCEP)	1999-2010
North Carolina Medical Society	1999-2010
Pitt County Medical Society	1999-2010
Rhode Island ACEP (RIACEP)	
Member	2010-present
Councilor	2012-2013
Alternate Councilor	2014-2017
Founder and Chair, Medical Toxicology Section	2013-present

5. Professional service on campus:

**UNIVERSITY COMMITTEES**

Member	Department Chair Search Committee ECU, Department of Emergency Medicine	2005
Member	Faculty Search Committee UEMF, Brown University	2013-2017
Founding Member	Lifespan Opioid Overdose Prevention, Educational resource service for Lifespan Hospital Group, Brown University	2019

6. Professional service off campus:

**HOSPITAL COMMITTEES**

Member	Antibiotic Utilization Review Committee ECU/ Pitt County Memorial Hospital	2000-2001
Member	Emergency Medicine Department/Trauma Surgical Department Joint Committee on Trauma Resuscitation Area, ECU	1999-2001
Member	Credentialing Committee Brody School of Medicine, ECU	2006-2008
Member	Pharmaceutical and Therapeutic Committee Rhode Island Hospital/The Miriam Hospital	2012-present
Advisor	Opioid Stewardship Committee Rhode Island Hospital	2014-2016
Member	Faculty Search Committee For Toxicology Laboratory Director Division of Laboratory Medicine	2019-2020
Member	Emergency Preparedness Inventory Review Committee, Department of Pharmacy. We reviewed emergency medications and antidote reserves for our system of hospitals	2019

**Office of the Vice Chancellor  
Dean, Brody School of Medicine  
Health Sciences Division**



AD-48 Brody Medical Sciences Building | 600 Moya Boulevard | Mail Stop 600  
East Carolina University\* | Greenville, NC 27834-4354  
252-744-2984 office | 252-744-1612 fax

October 9, 2020

Interim Chancellor Mitchelson  
East Carolina University  
Greenville, NC 27858

Dear Interim Chancellor Mitchelson:

I would appreciate your consideration of the enclosed recommendation for the initial appointment of Professor with permanent tenure for Holly R. Ellis, PhD.

Dr. Ellis is scheduled to join East Carolina University January 4, 2021 as Professor with a recommendation for permanent tenure in the Department of Biochemistry and Molecular Biology, Brody School of Medicine.

Dr. Ellis completed her PhD in Biochemistry from Wake Forest University in 1998 and completed her NIH postdoctoral fellowship at Texas A&M University in College Station, Texas (1999-2001). She also completed her BS in Microbiology from the University of Central Florida in 1990.

Currently she is employed at Auburn University in Auburn, Alabama where she is a tenured Professor in the Department of Chemistry and Biochemistry (2016 to current).

Dr. Ellis' extensive scholarly activity includes 22 manuscripts in peer-reviewed scientific journals, presenter at over 100 papers and abstracts, and 10 grants including over \$1,000,000 in National Science Foundation funding.

For your convenience, attached are the following documents:

- Dr. Holly R. Ellis curriculum vitae
- ECU Personnel Action Summary Form for the Board of Trustees

If you approve, we will make arrangements for this recommendation to be placed on the agenda for the November 5, 2020 ECU Board of Trustees meeting.

Sincerely,

DocuSigned by:

*Mark Stacy, MD*  
Mark Stacy, MD

Vice Chancellor, Division of Health Sciences

Enclosures

Approve

Do Not Approve

*Ron Mitchelson*  
\_\_\_\_\_  
Ron Mitchelson, PhD  
Interim Chancellor

*10/12/2020*  
\_\_\_\_\_  
Date

**EAST CAROLINA UNIVERSITY PERSONNEL ACTION SUMMARY FORM**  
*(Administrator completes Section I. and faculty member (appointee) completes Section II.)*

Section I. To be completed by the appropriate administrator(s).

Name of Appointee: Holly Ellis, PhD

Department: Biochemistry and Molecular Biology School/College: Brody School of Medicine

Current Rank or Title: *(if applicable)* Proposed Rank or Title: Professor

Indicate Type of Action: *(select all that apply)*

Administrative Appointment:

New Faculty Appointment:

Promotion:

Conferral of Tenure:

Other:

*(describe)*

Distinguished Professorship:

*(provide name of professorship)*

Effective Date of Action: January 4, 2021

Contract Period:      Administrative Appointment:      9 mo.       12 mo.   
    Faculty Appointment:      9 mo.       12 mo.

Salary: \$ 130,000      Source(s): State Funds: \$130,000

*\*Indicate Sources of non-state funds generically ( i.e., grants, receipts, trust funds, endowments, medical faculty practice plan, etc.):*

Prior Recommendations/Personnel Actions:  
*(please check appropriate responses)*

Source	Recommended	Not Recommended	Not Applicable
Appropriate Unit Personnel Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chair/Unit Head	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dean	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provost/Vice Chancellor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chancellor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board of Trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section II. To be completed by the faculty member.

**1. Education Background:** *(indicate degree, date earned and institution, note additional study & training)*

<b>Institution</b>	<b>Degree</b>	<b>Major</b>	
Wake Forest University	Ph.D.	Biochemistry	1998
University of Central Florida	B.S.	Microbiology	1990

**2. Teaching and other professional experience:** *(Show inclusive dates, rank and/or title, institution or agency, and indicate first appointment at current institution with rank and any changes to date)*

<b>Institution</b>	<b>Rank</b>	<b>Period of Appointment</b>
Auburn University	Professor	Aug. 2016
NSF	Expert	January 2012-December 2012
NSF	Program Officer	January 2011-December 2011
Auburn University	Associate Professor	Aug. 2007-present
Auburn University	Assistant Professor	Aug. 2001-2007
Texas A&M University	NIH Post-Doctoral Assoc.	July 1999-Aug. 2001

**3. Scholarly & Creative Activities:**

<i>Type</i>	<u><i>Number</i></u>
<i>Book</i>	<u>          </u>
<i>Edited Book</i>	<u>          </u>
<i>Chapter</i>	<u>1</u>
<i>Refereed Journal Article</i>	<u>22</u>
<i>Other Journal Article</i>	<u>10</u>
<i>Juried Performance/Show</i>	<u>          </u>
<i>Non-Juried Performance/Show</i>	<u>          </u>
<i>Other: __ Grants__</i>	<u>10</u>
<i>Other: __ Presentations__</i>	<u>21</u>
<i>Other: __ Abstracts__</i>	<u>28</u>
<i>Other: __ Abstract Presentations</i>	<u>97</u>

**4. Membership in professional organizations:**

- 2017/2018 GRC: Vice chair and Co-chair, Enzymes, Coenzymes and Metabolic Pathways.
- Southeast ACS Secretary, (Fall 2001-Spring 2006)

**5. Professional service on campus:**

- Wrote over 30 recommendation letters for undergraduate and graduate students. (Spring 2002-present)
- University Proposal Workshop. Served as a panelist for a grant-writing workshop. (Spring 2013)
- Auburn University Academic Grievance Committee. Served as a faculty member for official student academic grievances. (Fall 2009-2012)
- Assisted with Girl Scout Badge Day. Organized and implemented science experiments for local Girl Scout troops. (Spring 2008)
- War Eagles Girls and Plainsmen. Interviewed prospective War Eagles Girls and Plainsmen. These students serve as ambassadors for Auburn University (Spring 2006-2007)
- Mortar Board Faculty Advisor. Met once a month to discuss and plan future activities. Involved in the selection process for 2004 Mortar Board Members. Planned the spring banquet and organized the new member selection. (Fall 2005-Spring 2005)
- Mortar Board Faculty Junior Advisor. Met once a month to discuss and plan future activities. Involved in the selection process for 2004 Mortar Board Members. Plan the Spring banquet to induct new members. (Fall 2004-Spring 2004)
- Assisted with Girl Scout Badge Day. Organized and implemented science experiments for local Girl Scout troops. (Spring 2008)
- Mortar Board Faculty Advisor. Met once a month to discuss and plan future activities. Involved in the selection process for 2004 Mortar Board Members. Planned the spring banquet and organized the new member selection. (Fall 2004-Spring 2005)

**COSAM**

- Undergraduate Awards Committee. Selected undergraduate awardees for the college. (Spring 2006-present)
- Faculty, Advisor, and GTA Awards Committee. Selected the awardees from the departmental nominees and outstanding undergraduates. (Spring 2006-present)
- Chemistry and Biochemistry Chair Administrative Review Committee. Committee to review the leadership of the Chair for Department of Chemistry and Biochemistry. (Fall-Spring 2018)
- Wit Fellowship Committee. Reviewed the packets of potential candidates for the Wit fellowship. (Spring 2017)
- Outstanding Graduate Dissertation Committee. Reviewed and evaluated dissertations for the graduate school. (Spring 2017)

- Tenure and Promotion Committee. Reviewed and discussed the promotion and tenure of faculty in the college. (Fall 2016-Spring 2018)
- COSAM Curriculum Committee. Approve changes to the curriculum for departments in COSAM. (Fall 2013- Present)
- Associate Dean of Academic Affairs Search Committee. Served on the Search committee for the Associate Dean of Academic Affairs. (Spring 2015)
- Administrative Review Committee. Served on an administrative review panel for the Associate Dean of Academic Affairs. (Fall 2014-Spring 2015)
- COSAM Curriculum Committee. Approve changes to the curriculum for the COSAM departments. (Fall 2013- Present)
- Summer Bridge Program. The PI collaborated with Kimberly Mulligan-Guy the Minority Affairs Coordinator in the College of Science and Mathematics to work with students in the Summer Bridge Program on an original research project. The students develop a hypothesis-driven research project related to water quality. The students spend one month collecting data for their project and present their findings in a poster format at the end of the program. (Summer 2018-2019)
- Summer Bridge Program. The PI worked with Bianca Evans the Minority Affairs Coordinator in the College of Science and Mathematics to present information to students underrepresented in the sciences on different research opportunities available to them. The students participate in a hands-on laboratory demonstration to promote the undergraduate experience. Funds have been requested for the currently funded NSF proposal for a Summer Undergraduate Fellowship. (Summer 2012-2017)
- COSAM NSF CAREER Proposal Workshop. Served on a panel to address questions related to proposal writing and submission. (Fall 2013 and Spring 2014)
- Dean of Research Search Committee. Reviewed applications, interviewed, and hosted the Dean of Research faculty candidates. (Spring 2010)
- COSAM Leaders Interviewer. Interviewed prospective COSAM leaders. These students serve as the ambassadors for COSAM. (Spring 2003-Spring 2006)
- PPAC Committee Member. Interview potential medical, dental, and optometry students and write letters to be included in their medical school packet. ~50 letters/year. (Spring 2004-Fall 2006)
- Science in Motion. Designed a set of biochemistry experiments for science in motion. Organizing a demonstration to high school educators at the next Science in Motion inservice meeting. (Fall 2007)
- Assisted as an advisor for War Eagle Days. Recruiting for COSAM. (Fall 2008) Met with a potential COSAM donor about my research and teaching. (Fall 2008)
- Science Olympiad. Designed a new set of experiments for the Food Chemistry demonstration. Set up and organized the experiments, and ran the event. (Spring 2006-2009)
- Presentation on graduate school opportunities to Phi Lambda Upsilon. (Spring 2003)

**Department of Chemistry and Biochemistry**

- Recruiting Committee. Organized the campus invitational for prospective graduate students from local colleges. (Fall 2019)
- Admissions Committee. Reviewed graduate biochemistry applications. (Fall 2019)
- Inorganic Search Committee. Reviewed applications, interviewed, and hosted Inorganic faculty candidates. (Fall 2019)
- Advisor to Biochemistry Students. Met with students each semester to discuss the courses they would be taking. Discussed professional school options, and research opportunities. (Fall 2002-Summer 2017)
- Biochemistry Search Committee. Reviewed applications, interviewed, and hosted Biochemistry faculty candidates. (Fall 2017)
- Mass Spectrometry Facilities Director Search Committee. Reviewed applications, interviewed, and hosted Mass Spectrometry faculty candidates. (Fall 2016)
- Bioimaging/Biochemistry Faculty Search Committee. Reviewed applications, interviewed, and hosted Bioimaging/Biochemistry faculty candidates. (Fall 2016)
- Undergraduate Program Officer. Wrote annual university reports summarizing the survey outcomes for the required learning and writing objectives. Maintained the surveys for the undergraduate formal presentations course. Reviewed final research papers for graduating seniors. Wrote the required ACS reports for accreditation. (Fall 2013-Spring 2016)
- Chair: Undergraduate Curriculum Committee. Reviewed and modified the BS curriculum in Chemistry and Biochemistry to better reflect the changes made to the ACS accreditation requirements. (Fall 2013-Spring 2016)
- Member: Undergraduate and Graduate Awards Committee. Responsible for organizing resumes and letters for Departmental Undergraduate Student Awards. (Spring 2015)
- Chair: Undergraduate and Graduate Awards Committee. Responsible for organizing resumes and letters for Departmental Undergraduate Student Awards, and submitting the packets to the committee. (Spring 2013-2014)
- Member: DURL Search Committee. Reviewed applications, interviewed, and hosted DURL candidates. (Spring 2015)
- Assisted with the departmental external program review for SACS accreditation. (Fall 2015)  
Member: Lecturer Search Committee. Reviewed applications, interviewed, and hosted Lecturer candidates. (Spring 2014)
- Member: General Chemistry Coordinator Search Committee. Reviewed applications, interviewed, and hosted the General Chemistry Coordinator candidates. (Fall 2012)
- Member: Biochemistry Search Committee. Reviewed applications, interviewed, and hosted Biochemistry faculty candidates. (Fall 2012)
- Chair: Biochemistry Lab Manager Search Committee. Reviewed applications, interviewed, and

hosted Biochemistry Lab Manager candidates. (Fall 2009)

- Undergraduate Recruiting. Asked to speak to undergraduate students and their parents. Talked about the Biochemistry program and gave them a tour of the facilities. (Fall 2007-2008)
- Member: General Chemistry Search Committee. Reviewed applications, interviewed, and hosted General Chemistry faculty candidates. (Fall 2005)
- Member: Chemistry Undergraduate Committee. (Fall 2005-2006) Served on the Chemistry Undergraduate Committee to plan and implement curriculum changes and assessment.
- Department of Chemistry and Biochemistry Undergraduate Student Award organizer (Spring 2006) Responsible for organizing resumes and letters for Departmental Undergraduate Student Awards.
- Advisor to American Chemical Society Undergraduate Affiliate. Monthly meeting with invited speaker. Advised at monthly officers meeting to discuss upcoming events. Attended SGA meetings to be recognized as an organization on campus. Organized an outreach program to bring chemistry experiments to local elementary schools. (Spring 2005-2010)
- Kosalapoff Award Organizer. (Spring 2003-2005) Assisted with the organization and planning of the Kosalapoff lecture.
- Member: Chemistry Chair Search Committee. Reviewed applications, interviewed, and hosted Chemistry Chair candidates. (Fall 2004-2005)
- Graduate Student Association Faculty Advisor. (Fall 2001-Spring 2005) Assisted the graduate students in establishing the Graduate Student Association as a recognized organization on campus
- Undergraduate recruiting, SCMH 1990, Pre-health Profession Orientation (Fall 2004)
- Member: NMR Facilities Manager Search Committee. Reviewed applications, interviewed, and hosted NMR Facilities Manager candidates. (Fall 2003-2004)
- Chemistry and Physics Invitational. (Fall 2002-2003) Set up a genetics experiment for high school students attending the invitational.
- Graduate Recruiting at SERMACS meeting. Set up and manned the recruiting table at the SERMACS meeting. Met with prospective students to discuss the graduate program. (Fall 2002-2003)
- Organizing the development of new undergraduate biochemistry labs for BCHE 6181 and 6191. (Spring 2003)
- Faculty presentations to new graduate students. Organized the faculty presentations for new graduate students and made sure that the faculty and students showed up each week. (Fall 2002)
- Member: Biochemistry Faculty Search Committee. Reviewed applications, interviewed, and hosted Biochemistry faculty candidates. University (Fall 2001)

- Member: SACS Committee. Assisted in organizing the necessary departmental information for SACS accreditation. (Fall 2001).

**6. Professional service off campus:**

- Moderator. 2016 GRC Power Hour
- Editorial Board, *BBA-Proteins and Proteomics* 2013-present
- Organizer: Southeast Enzyme Conference. April 20<sup>th</sup>, 2013, Atlanta Georgia
- Journal Reviewer: *Biochemistry*, *Archives of Biochemistry and Biophysics*, *JEIMC*, *JACS*, *Journal of Biological Chemistry*, *BBA*,
- NSF "Expert", 2012
- NSF Rotating Program Officer, 2011
- NSF Panel Member:
  - February 2020, March 2016, March 2014, October 2010, April 2009, April 2008, April 2007, April 2006

Holly R. Ellis  
ellishr@auburn.edu  
334-844-6991

179 Chemistry Building  
Auburn University  
Auburn, AL

## A. Biographical Data

### 1. Education

<u>Institution</u>	<u>Degree</u>	<u>Major</u>	
Wake Forest University	Ph.D.	Biochemistry	1998
University of Central Florida	B.S.	Microbiology	1990

### 2. Professional Experience

<u>Institution</u>	<u>Rank</u>	<u>Period of Appointment</u>
Auburn University	Professor	Aug. 2016
NSF	Expert	January 2012-December 2012
NSF	Program Officer	January 2011-December 2011
Auburn University	Associate Professor	Aug. 2007-present
Auburn University	Assistant Professor	Aug. 2001-2007
Texas A&M University	NIH Post-Doctoral Assoc.	July 1999-Aug. 2001

## B. Honors and Awards

Spring 2018	Mortar Board Favorite Educator Award
Fall 2017	Mortar Board Favorite Educator Award
Fall 2017	SGA COSAM Teaching Award
Fall 2016	William P. Molette Professorship
Spring 2016	Outstanding Advisor, Auburn University
Spring 2014	Final Lecturer Nominee
Spring 2010	COSAM Teaching Award
Spring 2010	SGA COSAM Teaching Award
Spring 2006	AED Honorary Membership/Favorite Faculty
Fall 2005	Favorite Faculty Nominee-Panhellenic Council
Spring 2004	COSAM Advisor Award
Spring 2003	Mortar Board Favorite Educator Award
Spring 2003	Inducted as a Golden Key Honorary Member
Spring 2003	Camp War Eagle Faculty Honoree
1999-2001	Postdoctoral, National Research Service Award (NIH-NIGMS)
1993-1995	Graduate Fellowship, Wake Forest University School of Medicine.

## C. Research

### 1. Peer-Reviewed Articles

#### a. Auburn University

##### Manuscripts

Forbes, D.L., Meneely, K.M., Chilton, A.S., Lamb, A.L., and Ellis, H.R. *3-His Metal Coordination Site Promotes the Coupling of Oxygen Activation to Cysteine Oxidation in Cysteine Dioxygenase. Biochemistry*. Submitted December 21, 2019, revisions requested.

Robbins, J.M and Ellis, H.R (2019) Investigations of Two-Component Flavin-Dependent Monooxygenase Systems. *Methods in Enzymology*. 620, 399-422.

Hagen, R., Chilton, A.S., Forbes, D.L., Lamb, L., Ellis, H.R. (2019). Not as easy as  $\pi$ : an insertional residue does not explain the  $\pi$ -helix gain-of-function in two component FMN reductases. *Protein Science*. 28, 123-134.

Musila, J.M., Forbes, D.L., Ellis, H.R. (2018). Functional Evaluation of the  $\pi$ -Helix in the NAD(P)H:FMN Reductase of the Alkanesulfonate Monooxygenase System. *Biochemistry* 57, 30, 4469-4477.

Musila, J. and Ellis, H.R. (2016) Transformation of a flavin-free FMN reductase to a canonical flavoprotein through modification of the  $\pi$ -helix. *Biochemistry*, Accepted as an Accelerated Publication, *Biochemistry*, 55, 6389-6394.

Dayal, P., Singh, H. Busenlehner, L.S., Ellis, H.R. (2015) Exposing the alkanesulfonate monooxygenase protein-protein interaction sites. *Biochemistry*, 54, 7531-7538.

Njeri, C. and Ellis, H.R. (2014) Shifting redox states of the iron center partitions CDO between crosslink formation or cysteine oxidation. *Arch. Biochem. Biophys.* 558, 61-69.

Armacost, K, Musila, J., Gathiaka, S., Ellis, H.R., and Acevedo, O. (2014) Exploring the catalytic mechanism of alkanesulfonate monooxygenase using molecular dynamics. *Biochemistry* 53, 3308–3317.

Driggers, C. M., Dayal, P., Ellis, H.R., and Karplus, P.A. (2014) Crystal structure of *Escherichia coli* SsuE: Defining a catalytic cycle for FMN reductases of the flavodoxin-like superfamily. *Biochemistry* 53, 3509-3519.

Robbins, J.M. and Ellis, H.R. (2014) Steady-state Kinetic isotope effects support a complex role of Arg226 in the proposed desulfonation mechanism of alkanesulfonate monooxygenase. *Biochemistry* 53, 161-168.

Robbins, J.M., and Ellis, H.R. (2012) Identification of critical steps governing the two-component alkanesulfonate monooxygenase catalytic mechanism, *Biochemistry* 51, 6378-6387.

Imsand, E.A., Njeri, C., and Ellis, H.R. (2012) Addition of an external electron donor to *in vitro* assays of cysteine dioxygenase precludes the need for exogenous iron. *Arch Biochem Biophys.* 521, 10-17.

Xiong, J. and Ellis H.R. (2012) Deletional studies to investigate the functional role of an unstructured loop region of alkanesulfonate monooxygenase. *Biochim Biophys Acta.* 1824, 898-906.

Ellis, H.R. (2011) Mechanism for sulfur acquisition by the alkanesulfonate monooxygenase system, *Biorg. Chem.*, Invited review, 39, 178-184.

Carpenter, R.A., Xiong, J., Robbins, J.M., Ellis, H.R. Functional role of a conserved arginine residue located on a mobile loop of the alkanesulfonate monooxygenase. *Biochemistry* 50, 6469-6477.

Ellis, H.R. (2010) Two-component flavin-dependent monooxygenase enzymes. *Arch. Biochem. Biophys.*, Invited review, 497, 1-12. Artwork on cover.

Carpenter, R.A., Zhan, X., and Ellis, H.R. (2009) Catalytic role of a conserved cysteine residue in the desulfonation reaction by the alkanesulfonate monooxygenase enzyme *BBA* 1804, 97-105.

Zhan, X., Carpenter, R.A., and Ellis, H.R. (2008) Catalytic importance of the substrate binding order for the FMNH<sub>2</sub>-dependent alkanesulfonate monooxygenase enzyme. *Biochemistry* 47, 2221-2230.

Gao, B. and Ellis, H.R. (2007) Mechanism of flavin reduction in the alkanesulfonate monooxygenase system. *Biochim Biophys Acta.* 1774, 359-367.

Abdurachim, K. and Ellis, H.R. (2006) Detection of protein-protein interactions in the alkanesulfonate monooxygenase system from *Escherichia coli*. *J Bacteriol.* 188, 8153-8159

Gao, Benlian and Ellis, H.R. (2005) Altered mechanism of the alkanesulfonate FMN reductase with the monooxygenase enzyme. *Biochemical and Biophysical Research Communications*, 331, 1137-1145.

Gao, B., Bertrand, A., Boles, W.H., Ellis, H.R., and Mallett, T.C. (2005) Crystallization and preliminary x-ray crystallographic studies of the alkanesulfonate FMN reductase from *Escherichia coli*. *Acta Crystallographica, Section F: Structural Biology and Crystallization Communications.* F61, 837-840.

### **Book Chapters**

Robbins, J. M., Xiong, J., and Ellis, H.R. (2013) Structural properties of the alkanesulfonate monooxygenase system that dictate function. *Handbook of Flavoproteins. Volume 1 - Oxidases, Dehydrogenases and Related Systems* (ed. by Hille/ Miller/ Palfey), p.p. 275-295.

### **b. Postdoctoral and Graduate Research**

Jönsson, T., Ellis, H., and Poole, L.B. (2007) Cysteine reactivity and thiol-disulfide interchange pathways in AhpF and AhpC of the bacterial alkyl hydroperoxide reductase. *Biochemistry* 46, 5709-5721.

Fitzpatrick P.F., Ralph E.C., Ellis H. R., Willmon O.J., and Daubner S.C. (2003) Characterization of metal ligand mutants of tyrosine hydroxylase: insights into the plasticity of a 2-histidine-1-carboxylate triad. *Biochemistry* 42, 2081-2088.

Ellis H.R., McCusker K.P., and Fitzpatrick P.F. (2002) Use of a tyrosine hydroxylase mutant enzyme with reduced metal affinity allows detection of activity with cobalt in place of iron. *Arch. Biochem. Biophys.* 408, 305-307.

Ellis, H.R. and Poole, L.B. (2002) Identification of Cysteine Sulfenic Acid in AhpC of Alkyl Hydroperoxide Reductase. *Methods in Enzymology*, 348, 122-136.

Poole, L.B., Reynolds, C.M., Wood, Z.A., Karplus, P.A., Ellis, H.R., and Li Calzi, M. (2000) AhpF and other NADH:peroxiredoxin oxidoreductases, homologues of low Mr thioredoxin reductase. *Eur. J. Biochem.*, 267, 6126-6133.

Ellis, H.R., Daubner, S.C., and Fitzpatrick, P.F. (2000) Mutation of serine 395 of tyrosine hydroxylase decouples oxygen-oxygen bond cleavage and tyrosine hydroxylation. *Biochemistry*, 39, 4174-4181.

Ellis, H.R., Daubner, S.C., McCulloch, R.I., and Fitzpatrick, P.F. (1999) Phenylalanine residues in the active site of tyrosine hydroxylase: Mutagenesis of Phe300 and Phe309 to alanine and metal ion-catalyzed hydroxylation of Phe300. *Biochemistry*, 38, 10909-10914.

Ellis, H.R. and Poole, L.B. (1997) Novel application of 7-chloro-4-nitrobenzo-2-oxa-1,3-diazole to identify cysteine sulfenic acid in the AhpC component of alkyl hydroperoxide reductase. *Biochemistry*, 36, 15013-15018.

Ellis, H.R. and Poole, L.B. (1997) Roles for the two cysteine residues of AhpC in catalysis of peroxide reduction by alkyl hydroperoxide reductase from *Salmonella typhimurium*. *Biochemistry*, 36, 13349-13356.

Poole, L.B. and Ellis, H.R. (1996) Flavin-dependent alkyl hydroperoxide reductase from *Salmonella typhimurium* 1. Purification and enzymatic activities of overexpressed AhpF and AhpC proteins. *Biochemistry*, 35, 56-64.

## 2. Conference Proceedings

Xiong, J. and Ellis, H.R. Investigation of the flavin transfer mechanism in the two-component alkanesulfonate monooxygenase system. In *Proceedings of the 17th International Symposium of Flavins and Flavoproteins*. Miller, S., Hille, R., Palfey, B., Cecchini, G. Eds.; Alan R. Liss: New York, 2011.

Robbins, J.M., Ellis, H.R. The Role of Flavin Intermediates in the Desulfonation Mechanism of the Two-Component Alkanesulfonate Monooxygenase System. In *Proceedings of the 17th International Symposium of Flavins and Flavoproteins*. Miller, S., Hille, R., Palfey, B., Cecchini, G. Eds.; Alan R. Liss: New York, 2011.

Zhan, X., Carpenter, R.A., and Ellis, H.R. (2008) "Key players in the catalytic mechanism of bacterial sulfur acquisition" in *Flavins and Flavoproteins*. (S. Frago, C. Gomez-Moreno, M. Medina, eds.) Prensas Universitarias de Zaragoza, Zaragoza, Spain, pp. 35-44.

Carpenter, R.A. and Ellis, H.R. (2008) "Functional role of the active site Arg297 residue located in the unstructured mobile loop of the alkanesulfonate monooxygenase, SsuD" in *Flavins and Flavoproteins* (S. Frago, C. Gomez-Moreno, M. Medina, eds.) Prensas Universitarias de Zaragoza, Zaragoza, Spain, pp. 45-50.

Gao, B., Wang, X., and Ellis, H.R. (2002) "The Alkane Sulfonate Monooxygenase System: a Novel Flavin Transfer Mechanism", in *Flavins and Flavoproteins 2002* (R. N. Perham, S. Chapman, N. S. Scrutton, eds) Agency for Scientific Publications, Berlin, Germany, pp. 187.

## 3. Presentations

### a. Invited Speaker

2018 SERMACS Meeting, Augusta, GA

*Conserved Structural Features that Provide a Functional Advantage in Two-Component Flavin Reductases Involved in Sulfur Metabolism*

University of Michigan, Ann Arbor, MI  
University of Michigan Medical School, October 2018  
*Conserved Structural Features that Provide a Functional Advantage in Two-Component Flavin Reductases Involved in Sulfur Metabolism*

University at Buffalo, Buffalo, NY  
Department of Chemistry, April, 2018  
*Mechanistic and Structural Approaches for Sulfur Acquisition in the Two-component FMN-dependent Monooxygenase Systems*

Utah State, Logan, UT  
Department of Chemistry, March, 2018  
*Structural and Mechanistic Features of Enzymes Involved in Sulfur Metabolism that Define Function*

University of Alabama, Tuscaloosa, AL  
Department of Chemistry and Biochemistry, September, 2017  
*Structural Features of Enzymes Involved in Sulfur Metabolism that Promote a Functional Advantage*

Wake Forest University, Winston Salem, NC  
Department of Biochemistry, March, 2017  
*Structural Features of Enzymes Involved in Sulfur Metabolism that Promote a Functional Advantage*

University of Texas, Arlington, TX  
Department of Chemistry and Biochemistry, March 2016  
*Structural and Functional Studies of Enzymes Involved in Sulfur Metabolism*

University of Kansas Medical School  
Biochemistry and Molecular Biology, February 2013  
*Investigating the Functional and Structural Oddities of Cysteine Dioxygenase*

Kennesaw State University  
Department of Chemistry, November 2012  
*Evaluating the Functional Properties of Cysteine Dioxygenase*

Georgia State University  
Department of Chemistry, October 2012  
*Investigating the Mechanism of Sulfur Acquisition by the Alkanesulfonate Monooxygenase System.*

University of Maryland  
Department of Chemistry and Biochemistry, October, 2011  
*Investigating the Mechanism of the Desulfonation Mechanism in the Alkanesulfonate Monooxygenase System.*

Gordon Research Conference: Enzymes, Coenzymes, and Metabolic Pathways. *Evaluating the Functional and Structural Relevance of the Cysteine Dioxygenase Crosslink*  
July 18-22, 2010.

16<sup>th</sup> International Symposium on Flavins and Flavoproteins. Jaca, Spain, June 2008  
*Key Players in the Catalytic Mechanism of Bacterial Sulfur Acquisition*

University of Florida  
Department of Chemistry, January 2008  
*Mechanism of Sulfur Acquisition by the Alkanesulfonate Monooxygenase System.*

Georgia Southwestern University  
Department of Chemistry, October 2007  
*Novel Enzymes in Sulfur Metabolism*

University of Delaware  
Chemistry and Biochemistry Department, May 2006  
*A Catalytic Strategy for Carbon-Sulfur Bond Cleavage by the Alkanesulfonate Monooxygenase system.*

Gordon Research Conference: Enzymes, Coenzymes, and Metabolic Pathways. July 17-22, 2005.  
*Novel Mechanistic Features of a Flavin Transfer-dependent Monooxygenase System*

Case Western Reserve  
October 2005  
*Steps in the Bioremediation of Recalcitrant Sulfonate Compounds*

John Carroll University  
October 2005  
*Steps in the Bioremediation of Recalcitrant Sulfonate Compounds*

University of Alabama Birmingham  
Chemistry Department.  
*Mechanism of Oxidative Sulfur Metabolism: Essential Enzymes in Sulfur Acquisition and Taurine Biosynthesis.*

**b. Session Chair**

Gordon Research Conference: Enzymes, Coenzymes, and Metabolic Pathways. July, 2015.

Gordon Research Conference: Isotopes in Biological and Chemical Sciences, February 2014.

Gordon Research Conference: Enzymes, Coenzymes, and Metabolic Pathways. July, 2013.

Southeast Enzyme Conference in Atlanta, Spring 2011

Gordon Research Conference: Enzymes, Coenzymes, and Metabolic Pathways. July, 2004.

**c. Poster Presentations and Invited Talks from Submitted Abstracts**

**Auburn University**

Hagen, R.A., Aloh, H., Somai, S., Isiorho, E. and Ellis, H.R. *Structural Features that Promote Catalysis in Two-component Monooxygenase Systems Involved in Sulfur Metabolism* GRC/GRS: Enzymes, Coenzymes, and Metabolic Pathways, Waterville Valley, NH, July 2019.

Tombrello, L.K., DeSantis, A, Zeczycki, T.N, and Ellis, H.R. *Discovering the Metabolic Role of the MDO Operon in Pseudomonas aeruginosa Through Substrate Recognition and Protein-Protein Interactions* 10<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April, 2019.

Hagen, R.A., Honerlah, C., McFarlane, J.S., Chilton, A.S., Lamb, A.L. and Ellis, H.R. *Structural Features that Promote Catalysis for Flavin Reductases in Two-Component Systems Involved in Sulfur Metabolism* 10<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April, 2019.

Hagen, R.A., McFarlane, J.S., Chilton, A.S., Lamb, A.L., and Ellis, H.R. *Structural Properties that Promote Catalysis for Enzymes Involved in Sulfur Metabolism*. 26<sup>th</sup> Enzyme Mechanisms Conference, New Orleans, LA, January, 2019.

Tombrello, L.K., DeSantis, A., Zeczycki, T.N., Ellis, H.R. *Examining the Metabolic Role of the Pseudomonas aeruginosa MDO Operon*. ASBMB Meeting, Orlando, FL, April, 2019.

Graham, C. and Ellis H.R. *Exploring the role of a cysteine residue in cysteine dioxygenase*. SERMACS Meeting, Augusta, GA, November, 2018. Invited oral presentation from poster abstract.

Tombrello, L.K., DeSantis, A., Zeczycki, T.N., Ellis, H.R. *Examining the Metabolic Role of Pseudomonas aeruginosa MDO Operon*. SERMACS Meeting, Augusta, GA, November, 2018.

Hagen, R.A., McFarlane, J.S., Chilton, A.S., Lamb, A.L., and Ellis, H.R. *Functional Role of Flavoproteins in Two-Component Systems Involved in Sulfur Metabolism*. SERMACS Meeting, Augusta, GA, November, 2018.

Tombrello, L.K. and Ellis, H.R. *Exploring the Metabolic Role of Pseudomonas aeruginosa MDO*. 9<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April, 2018.

Hagen, R.A. and Ellis, H.R. *Functional Role of  $\pi$ -helices in Two-Component Flavin Reductases Involved in Sulfur Metabolism*. 9<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April, 2018.

Tombrello, L.K. and Ellis, H.R. *Examining the Metabolic Role of the MDO Operon from Pseudomonas aeruginosa*. GRC/GRS: Enzymes, Coenzymes, and Metabolic Pathways, Waterville Valley, NH, July 2018.

Graham, C. and Ellis H.R. *Investigating the Role of Rogue Amino Acids in Cysteine Dioxygenase*. 2018 GRC/GRS: Enzymes, Coenzymes, and Metabolic Pathways, Waterville Valley, NH, July 2018.

Hagen, R.A., McFarlane, J.S., Chilton, A.S., Lamb, A.L., and Ellis, H.R. *Conserved Structural Features that Provide a Functional Advantage in Two-Component Flavin Reductases Involved in Sulfur Metabolism*. 2018 GRC: Enzymes, Coenzymes, and Metabolic Pathways, Waterville Valley, NH, July 2018.

Musila, J. and Ellis, H.R. *Structural Features of Two-Component FMN-dependent Reductases that Provide a Functional Advantage*. 25<sup>th</sup> Enzyme Mechanism Conference, St. Petersburg, FL. January, 2017.

Forbes, D.L. and Ellis H.R. *Investigating distinct structural features that promote flavin transfer in FMN-dependent two-component systems*. 254<sup>th</sup> ACS Meeting, Washington, D.C. August, 2017. Invited oral presentation from poster abstract.

Hagen, R. and Ellis H.R. *Evolutionary Role(s) of the  $\pi$ -helix in FMN Reductase of the Methanesulfonate Monooxygenase System*. 8<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA.

Forbes, D.L. and Ellis H.R. *Identifying unique structural properties which promote flavin transfer in two-component FMN-dependent enzymes.* 8<sup>th</sup> Annual Southeast Enzyme Conference. Atlanta, GA, April 2017.

Stanford, L.K. and Ellis H.R. *Investigating the Metabolic Role of a Dioxygenase and Sulfotransferase in Bacterial MDO.* 8<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April, 2017.

Graham, C. and Ellis H.R. *Probing the Role of a Rogue Cysteine Residue in Cysteine Dioxygenase.* 8<sup>th</sup> Annual Southeast Enzyme Conference. Atlanta, GA, April 2017.

Musila, J.M. and Ellis, H.R. *FMN Reductase of Alkanesulfonate Monooxygenase System: Role of  $\pi$ -Helix and Flavin-Induced Oligomeric Switch.* GRS and GRC: Enzymes, Coenzymes, and Metabolic Pathways Waterville Valley, NH, July 2016. Invited oral presentation from poster abstract.

Musila, J.M. and Ellis, H.R. *Evolutionary Advantage of a  $\pi$ -helix in a Two-Component FMN Reductase Involved in Bacterial Sulfur Acquisition.* This is Research: Faculty Symposium. Auburn, AL, April 2016.

Musila, J.M. and Ellis, H.R. *Transformation of a Flavin-free FMN Reductase to a Canonical Flavoprotein through Modification of the  $\pi$ -helix.* EMBO Conference. Oulu, Finland, June 2016.

Musila, J.M. and Ellis H.R. *Probing the Role of  $\pi$ -Helix and Flavin-Induced Oligomeric Changes in Flavin Reduction by SsuE.* 7<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April 2016.

Forbes, D.L. and Ellis H.R. *Cysteine Dioxygenase, Not Your Ordinary Cupin.* 7<sup>th</sup> Annual Southeast Enzyme Conference. Atlanta, GA, April 2016.

Stanford, L.K. and Ellis H.R. *Exploring Possible Metabolic Mechanism of Bacteria CDO.* 7<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April 2016.

Graham, C. and Ellis H.R. *Probing the Role of a Rogue Cysteine Residue in Cysteine Dioxygenase.* 7<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April 2016.

Forbes, D.L. and Ellis, H.R. *Promiscuity of Cysteine Dioxygenase with Alternative Metals.* SERMACS Meeting, Memphis, TN, October, 2015

Graham, C. and Ellis, H.R. *Investigating a Post-translational Modification in Cysteine Dioxygenase.* SERMACS Meeting, Memphis, TN, October, 2015

Stanford, L.K. and Ellis, H.R. *Investigating Metabolic Mechanisms of Bacterial Cysteine Dioxygenase.* SERMACS Meeting, Memphis, TN, October, 2015.

Musila, F. and Ellis, H.R. *Investigating the Role of the  $\pi$ -helix in the Alkanesulfonate Monooxygenase System.* GRC: Enzymes, Coenzymes, and Metabolic Pathways, Waterville Valley, NH, July, 2015.

Musila, J. and Ellis, H.R. *Flavin-induced Oligomeric Changes in the Alkanesulfonate Monooxygenase Flavin Reductase.* 42<sup>nd</sup> NOBCChE Conference, Orlando, FL. September, 2015.

Musila, J. and Ellis, H.R. *Structural Properties in the FMN Reductase of the Alkanesulfonate Monooxygenase System that Dictate Oligomeric States and Catalysis.* ASBMB Meeting, Boston, MA, April 2015.

Forbes, D.L. and Ellis, H.R. *A Tale of Two Chromophores: Investigating Two Distinct Isoforms of Cysteine Dioxygenase*. ASBMB Meeting, Boston, MA, April, 2015.

Graham, C. and Ellis, H.R., *Evaluating the Mechanistic Roles of Amino Acid Residues in the Active Site of Cysteine Dioxygenase*. ASBMB Meeting, Boston, MA, April, 2015.

Forbes, D. L., Chilton, A., Lamb, A., and Ellis, H.R., *Cysteine Dioxygenase: Not Your Ordinary Cupin*. 6<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April, 2015.

Dayal, P.V., Singh, H., Busenlehner, L., and Ellis, H.R. *Examining the Role of Structural Dynamics for Reduced Flavin Transfer in the Alkanesulfonate Monooxygenase System*. 6<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April, 2015. Invited oral presentation from poster abstract.

Musila, J. and Ellis, H.R. *Investigating the Role of the  $\pi$ -helix in the FMN Reductase of the Alkanesulfonate Monooxygenase System*. 6<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April, 2015.

Graham, C. and Ellis, H.R. *Analyzing the Roles of Histidine and Serine Residues in the Active Site of Cysteine Dioxygenase*. 6<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April, 2015.

Dayal, P.V., Singh, H., Busenlehner, L., and Ellis, H.R. *Examining the "hand off" Mechanism for Reduced Flavin Transfer in the Alkanesulfonate Monooxygenase System*. Enzyme Mechanism Conference, Galveston, TX, January, 2015.

Dayal, P.V., Singh, H., Busenlehner, L., and Ellis, H.R. *Flavin Transfer in the alkanesulfonate monooxygenase system: Role of protein-protein interactions and Dynamic shifts in Oligomeric states*, 36<sup>th</sup> Steenbock Symposium, Madison, WI, University of Wisconsin-Madison in honor of W.W. Cleland, Madison, WI, May, 2014.

Musila, J. and Ellis, H.R. *Flavin Induced Oligomerization Studies in *Escherichia coli* NADPH-dependent Flavin Reductase*, 36<sup>th</sup> Steenbock Symposium, Madison, WI, University of Wisconsin-Madison in honor of W.W. Cleland, Madison, WI, May, 2014.

Musila, J. and Ellis, H.R. *Structural Dynamics in the FMN Reductase of the Alkanesulfonate Monooxygenase System*, 41<sup>st</sup> NOBCCHE Conference, New Orleans, LA, 2014.

Musila, J. and Ellis, H.R. *Flavin Induced Oligomerization Studies in *Escherichia coli* NADPH-dependent Flavin Reductase*, 5<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA. April, 2014.

Dayal, P.V., Singh, H., Busenlehner, L., and Ellis, H.R. *Flavin Transfer in Alkanesulfonate Monooxygenase System: Dynamic shifts in oligomeric states and role of protein-protein interactions*, 5<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April, 2014.

Robbins, J.M. and Ellis H.R. *Kinetic Isotope Studies to Investigate the Diverse Role of Arg226 in the Desulfonation Mechanism of Alkanesulfonate Monooxygenase*, Galveston, TX, January, 2014.

Zuromski, K. and Ellis, H.R. *Evaluating the Role of Cysteine Sulfinate Decarboxylase in the Taurine Metabolic Pathway*, CMB USRS, Auburn, AL. August, 2013.

Armacost, K.A., Gathiaka, S., Ellis, H.R., Acevedo, O. *Investigating Substrate-Induced Conformational Changes in Alkanesulfonate Monooxygenase Using Molecular Dynamics Simulations*. SETCA, Auburn, AL. May, 2013

Armacost, K.A., Gathiaka, S., Ellis, H., Acevedo, O. Investigating Substrate-Induced Conformational Changes in Alkanesulfonate Monooxygenase Using Molecular Dynamics Simulations, 245<sup>th</sup> ACS Meeting, New Orleans, LA, April, 2013

Dayal, P., Armacost, K., Acevedo, O., Singh, H., Busenlehner, L, and Ellis, H.R. Role of Protein Dynamics in the Catalytic Mechanism of the Two-Component Alkanesulfonate Monooxygenase System. *GRC: Enzymes, Coenzymes and Metabolic Pathways*, Waterville Valley, NH. July, 2013.

Hasemeier, R.M. and Ellis, H.R. Probing the Mechanistic Advantage of a 3-His Coordination Environment in Cysteine Dioxygenase, Auburn Undergraduate Research Forum, Auburn University, Auburn, AL. April, 2013.

Dayal, P. and Ellis, H.R. To determine the reduced flavin transfer mechanism in Alkanesulfonate Monooxygenase System. ASBMB Meeting, Boston, MA., April, 2013.

Hasemeier, R.M and Ellis, H.R. *Evaluating the Mechanistic Properties of Cysteine Dioxygenase with an Altered Metal Coordination Center*, 4<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April, 2013

Njeri, C. and Ellis, H.R. *Cysteine Oxidation or Crosslink Formation: How Does Cysteine Dioxygenase Partition Between the Two Roles?* 4<sup>th</sup> Annual Southeast Enzyme Conference, Atlanta, GA, April, 2013.

Njeri, C. and Ellis, H.R. *Probing the Mechanistic Role of Conserved Amino Acids in Catalysis and Crosslink Formation in Cysteine Dioxygenase.* 23<sup>rd</sup> Enzymes Mechanism Conference, San Diego, CA, January, 2013.

Dayal, P., Armacost, K. Acevedo, O., Singh, H., Busenlehner, L and Ellis, H.R. *Role of Protein Dynamics in the Catalytic Mechanism of the Two-Component Alkanesulfonate Monooxygenase System.* 23<sup>rd</sup> Enzyme Mechanisms Conference, San Diego, CA. January, 2013.

Njeri, C. and Ellis, H.R. (2013) *Cysteine Dioxygenase: A Critical Enzyme in Sulfur-Containing Amino Acids Metabolism.* Auburn University Graduate Forum, Auburn, AL, January, 2013.

Andry, J. and Ellis, H.R. *Investigating the Role of Arg60 in Cysteine Dioxygenase.* CMB USRS, Auburn, AL, August, 2012.

Xiong, J., Dayal, P., Ellis, H.R. *Kinetic Investigation of the Flavin Transfer Mechanism in the Alkanesulfonate Monooxygenase System.* GRC: Enzymes, Coenzymes, and Metabolic Pathways, Waterville Valley, NH, 2012.

Robbins, J.M., Ellis, H.R. *Using the degree of curvature in proton inventories of the kinetic parameters for the two-component alkanesulfonate monooxygenase system to determine commitments to catalysis.* 3<sup>rd</sup> Annual Southeastern Enzyme Conference, Atlanta, GA, April, 2012.

Dayal, P., Ellis, H.R. *Substrate variability in the alkanesulfonate monooxygenase system.* 3<sup>rd</sup> Annual Southeastern Enzyme Conference, Atlanta, GA, April, 2012.

Njeri, C. and Ellis, H.R. Kinetic analysis of the non crosslinked isoform of cysteine dioxygenase using Tyr58A variant. 3<sup>rd</sup> Annual Southeastern Enzyme Conference, Atlanta, GA, April, 2012.

Robbins, J.M., Ellis, H.R. *Solvent and primary kinetic isotope effect on the desulfonation mechanism of the two-component alkanesulfonate.* GRC: Isotopes in Biological and Chemical Sciences, Galveston, Texas, January, 2012. Invited oral presentation from poster abstract.

Robbins, J.M. and Xiong, J., Ellis, H.R. (2011) *The Desulfonation Mechanism of Alkanesulfonate Monooxygenase*. Poster presented at the 2011 GRC: Enzymes, Coenzymes, and Metabolic Pathways, Waterville Valley, NH, July, 2011.

Robbins, J.M. and Ellis, H.R. *The Role of Flavin Intermediates in the Desulfonation Mechanism of the Two-Component Alkanesulfonate Monooxygenase System*. 17<sup>th</sup> International Symposium of Flavins and Flavoproteins, Berkeley, CA. June, 2011.

Xiong, J. and Ellis, H.R. *Investigation of the flavin transfer mechanism in the two-component alkanesulfonate monooxygenase system*. 17<sup>th</sup> International Symposium of Flavins and Flavoproteins, Berkeley, CA. June, 2011. Invited oral presentation from poster abstract.

Robbins, J.M. and Ellis, H.R. *The Role of Arg226 in the Desulfonation Mechanism of the Two-Component Alkanesulfonate Monooxygenase System*. 2<sup>nd</sup> Annual Southeastern Enzyme Conference, Atlanta, GA. April, 2011.

Njeri, C. and Ellis, H.R. *Functional and Structural Characterization of the Crosslinked and Non Crosslinked Isoforms of Cysteine Dioxygenase*. 2<sup>nd</sup> Annual Southeastern Enzyme Conference, Atlanta, GA. April, 2011.

Xiong, J. and Ellis, H.R. *Investigation of the flavin transfer mechanism in the two-component alkanesulfonate monooxygenase system*. 2<sup>nd</sup> Annual Southeastern Enzyme Conference, Atlanta, GA. April, 2011.

Xiong, J. and Ellis, H.R. *Structural and Functional Significance of The Unstructured Loop Region of Alkanesulfonate Monooxygenase SsuD*. 22<sup>nd</sup> Enzyme Mechanisms Conference in St. Petersburg, FL. January, 2011.

Robbins, J.M. and Ellis, H.R. *Solvent Isotope Effects on the Desulfonation Mechanism of the Two-Component Alkanesulfonate Monooxygenase System*. 22<sup>nd</sup> Enzyme Mechanism Conference in St. Petersburg Beach, FL. January, 2011.

Xiong, J. and Ellis, H.R. *Structural and Functional Significance of the Disordered Region of Alkanesulfonate Monooxygenase*. 1<sup>st</sup> Southeast Enzyme Conference in Atlanta, GA. April, 2010.

Njeri, C. and Ellis, H.R. *Functional and Structural Characterization of the Crosslinked and Non Crosslinked Isoforms of Cysteine Dioxygenase*. 1<sup>st</sup> Annual Southeast Enzyme Conference, Atlanta, GA. April, 2010.

Robbins, J.M. and Ellis H.R. *Elucidating the catalytic mechanism of a two-component flavin-dependent monooxygenase*. 1<sup>st</sup> Annual Southeast Enzyme Conference, Atlanta, GA. April, 2010.

Xiong, J. and Ellis H.R. *Structural and Functional Significance of The Disordered Region of Alkanesulfonate Monooxygenase*. 239<sup>th</sup> ACS National Meeting, San Francisco, CA, March, 2010.

Robbins, J.M. and Ellis H.R. *Elucidating the catalytic mechanism of a two-component flavin-dependent monooxygenase*. 239<sup>th</sup> ACS National Meeting, San Francisco, CA. March, 2010.

Xiong, J. and Ellis, H.R. *Role of a flexible loop in the mechanism of desulfonation by alkanesulfonate monooxygenase*. ASBMB Meeting, New Orleans, LA, April, 2009.

Robbins, J.M. and Ellis, H.R. Investigating the details of the catalytic mechanism of alkanesulfonate monooxygenase. ASBMB Meeting, New Orleans, LA, April, 2009.

Robbins, J.M., Zhan, X, Ellis, H.R. Mechanistic properties of desulfonation by alkanesulfonate monooxygenase. GRC: Enzymes, Coenzymes, and Metabolic Pathways, Waterville Valley, NH, July, 2009.

Carpenter, R.A. and Ellis, H.R. Functional role of the active site Arg297 residue located in the unstructured mobile loop of the alkanesulfonate monooxygenase, SsuD. 16<sup>th</sup> International Symposium on Flavins and Flavoproteins. Jaca, Spain, Invited oral presentation from poster abstract.

Imsand, E. and Ellis, H.R. *Evaluating the catalytic role of active site residues in cysteine dioxygenase.* 21<sup>st</sup> Protein Society Meeting, Boston, MA, July, 2007.

Abdurachim, K. and Ellis, H. R. *The effect of protein-protein interactions on the mechanism of FMN reduction in the alkanesulfonate monooxygenase system.* 21<sup>st</sup> Protein Society Meeting, Boston, MA, July, 2007.

Imsand, E. and Ellis, H.R. *Probing the mechanism of cysteine dioxygenase through substitution of conserved active site residues.* ASBMB Meeting, San Diego, CA. April, 2007.

Zhan, X., Carpenter, R.A., and Ellis, H.R. *Catalytic importance of the substrate binding order for the FMN-dependent alkanesulfonate monooxygenase enzyme.* 234<sup>th</sup> ACS Meeting, Boston, MA. August, 2007.

Carpenter, R.A., Zhan, X., and Ellis, H.R. *Catalytic role of a conserved cysteine residue in the desulfonation reaction of the alkanesulfonate monooxygenase enzyme.* 234<sup>th</sup> ACS meeting, Boston, MA, August, 2007.

Zhan, X., Abdurachim, K., Carpenter, R.A., and Ellis, H.R. *Kinetic investigation into the catalytic properties of the alkanesulfonate monooxygenase enzyme.* GRC: Enzyme, Coenzymes and Metabolic Pathways, Biddeford, Maine. July, 2007

Imsand, E. and Ellis, H.R. *Functional role of the Cys-Tyr cross-link in cysteine dioxygenase.* 20<sup>th</sup> Enzyme Mechanisms Conference. St. Petersburg, FL. January, 2007.

Carpenter, R.A. and Ellis, H.R. Kinetic studies to identify the role of conserved catalytic residues of an alkanesulfonate monooxygenase protein from *Escherichia coli*. Trends in Enzymology Conference, Como, Italy. June, 2006.

Abdurachim, K.A. and Ellis, H.R. (2006) Protein-protein interactions in the alkanesulfonate monooxygenase system from *Escherichia coli*. Trends in Enzymology Conference, Como, Italy, June, 2006.

Gao, B. and Ellis, H.R. *Elucidating the flavin reductase mechanism in a two-component monooxygenase system from Escherichia coli.* ASBMB Meeting, San Francisco, CA. April, 2006.

Sun, H. and Ellis, H.R. *Identification of the flavin binding site in the flavin reductase from the alkanesulfonate monooxygenase system in Escherichia coli.* ASBMB Meeting, San Francisco, CA. April, 2006.

Zhan, X. and Ellis, H.R. *Reaction Mechanism of Alkanesulfonate from Escherichia coli: a 4a-hydroperoxyflavin Intermediate Involved in Catalysis.* ASBMB Meeting, San Francisco, CA. April, 2006

Abdurachim, K. and Ellis, H.R. *Physical evidence for protein interactions between the FMN reductase and the monooxygenase enzyme in the alkanesulfonate monooxygenase system.* 19<sup>th</sup> Enzyme Mechanisms Conference, Monterrey, CA. January, 2005.

Gao, B and Ellis, H.R (2005) *Modified kinetic mechanism of the alkanesulfonate FMN reductase enzyme in the presence of the monooxygenase component.* Poster presented at the 19<sup>th</sup> Enzyme Mechanisms Conference in Monterrey, CA.

Xhan, X., Sun, H., Carpenter, R. and Ellis, H.R. *Determining the role of the iron in cysteine dioxygenase: a key enzyme in taurine biosynthesis.* 19<sup>th</sup> Enzyme Mechanisms Conference, Monterrey, CA, January, 2005.

Gao, B, Abdurachim, K., and Ellis, H.R. *Two-component alkanesulfonate monooxygenase system from E. coli: Alteration of the oxidoreductase steady-state mechanism in the presence of the monooxygenase enzyme.* GRC: Coenzymes, and Metabolic Pathways. July, 2004

Gao, B. and Ellis H.R. (2003) *Studies of an NADPH:FMN oxidoreductase from Escherichia coli.* SERMACS Meeting, Atlanta, GA, October, 2003.

Khoury, C. and Ellis H.R. (2003) *Purification and spectroscopic analysis of cysteine dioxygenase: the key metabolic enzyme in taurine biosynthesis.* SERMACS Meeting, Atlanta, GA. October, 2003.

Gao, B. and Ellis H.R. *An NADPH:FMN oxidoreductase from Escherichia coli involved in sulfur metabolism.* GRC: Enzymes, Coenzymes, and Metabolic Pathways. July, 2003.

Gao, B. Wang, X., and Ellis H.R. *The alkanesulfonate monooxygenase system: a novel flavin transfer mechanism.* 14<sup>th</sup> Flavins and Flavoproteins Symposium. Cambridge, England, July, 2002.

Craven, A.D., Jr. and Ellis, H.R. *Expression, purification, and preliminary kinetic analyses of rat cysteine dioxygenase.* SERMACS Meeting, Charleston, SC, October, 2002.

Gao, B. and Ellis, H.R. *Studies on the NAD(P)H:Flavin oxidoreductase protein from the alkanesulfonate monooxygenase system,* SERMACS Meeting, Charleston, SC. October, 2002.

#### **4. Grants and Contracts**

##### **a. Funded Grants and Contracts:**

##### **Current External**

##### **National Science Foundation**

Mechanistic and structural approaches for sulfur acquisition in the two-component FMN-dependent monooxygenases.

\$525,000, September 1, 2018-August 31, 2021

##### **Prior Funding:**

##### **External**

SBIR: Microbiotix and Dr. Stewart Schneller

Carbocyclic nucleoside inhibitors of EBOV

Collaborator

Submitted December, 2008

NSF

Defining the Mechanistic Strategies of Desulfonation in the Alkanesulfonate Monooxygenase System  
\$687,291, September 1, 2013-August 31, 2018

NSF-CAREER

Mechanism of Flavin Transfer Between the Monooxygenase Proteins  
\$844,784 for 5 years, Submitted July 15, 2005  
June 1, 2006-May 31, 2014

NSF-Conference Funding

Fourth Enzyme Mechanism Conference April 20, 2013  
Submitted November 2012  
\$2000

**Internal**

AU-IGP

Identification of a Receptor for Avian Infectious Bronchitis Coronavirus  
\$7400

Prism

College of Science and Math, Auburn University  
Circular Dichroism at Auburn University  
Co-PI, \$100,000

Dean's Research Initiative

College of Science and Math, Auburn University  
Biophysical Characterization of the Alkane Sulfonate Monooxygenase System from *Escherichia coli*  
\$7700

Competitive Research Grant,

Office of the Vice President for Research, Auburn University  
Formation of a peroxypterin intermediate during catalytic turnover in the alkanesulfonate monooxygenase system from *Escherichia coli*  
\$10,000

Biogrant

Office of the Vice President for Research, Auburn University  
The role of the Iron Center in Rat Cysteine Dioxygenase. (Externally Reviewed) Auburn University  
\$21,162

**D. Scholarly Contributions**

**1. Teaching**

**a. Courses Taught**

**Undergraduate**

Biochemistry I and II,  
150-200 students

General Chemistry

~200 students

Undergraduate Research  
1-3 students/ semester

### **Graduate**

Advanced Biochemistry  
20-30 students

## **2. Graduate Students**

### **a. Current Graduate Students**

**Richard Hagen:** Evaluating the structural properties of two-component FMN reductases that dictate function. Richard is a fourth year student, and is working on evaluating the functional and structural properties of bacterial FMN-dependent two-component enzymes involved in sulfur acquisition.

**Shruti Somai:** Evaluating the conformational changes that promote catalysis in two-component flavin dependent monooxygenases. Shruti is a second year student and is evaluating the mechanism of bacterial monooxygenases involved in sulfur metabolism.

**Helen Aloh:** The role of a secondary structural element in FMN reductases from the flavodoxin family. Helen is a second year student evaluating the evolutionary conversion of FMN reductases in the flavodoxin family.

**Luke Martz:** Evaluating the mechanism of H<sub>2</sub>S metabolism in *P. aeruginosa*. Luke is a first year graduate student, and will be evaluating the mechanism of the *mdo* operon in *P. aeruginosa*.

**Chukwuemeka Adindu:** Evaluating the mechanism of regulation and crosslink formation in mammalian cysteine dioxygenase. Chukwuemeka is a first year graduate student, and will be evaluating how cysteine dioxygenase is regulated in response to elevated cysteine levels.

**Chidozie Ugochukwu:** Evaluating the regulation of H<sub>2</sub>S metabolism and the oxidative stress response in *P. aeruginosa*. Chidozie is a first year graduate student, and will be working on a collaborative project to understand the link between H<sub>2</sub>S metabolism and the oxidative stress response as a bacterial defense against the hosts immune response.

### **b. Former Graduate Students**

**Katie Stanford, Ph.D.,** Summer 2019, Manufacturing Scientist, Takeda Pharmaceuticals, Social Circle, GA.

**Claire Graham, Ph.D.,** Fall 2019, Study Director, Med Pharm, Research Triangle Park, Raleigh, NC.

**Dianna Forbes, Ph.D.,** Summer 2018, Chemistry Teacher, Auburn High School, Auburn, AL.

**Jonathan Musila, Ph.D.,** Fall 2017, Postdoctoral Position with Professor Liz Rhodes at U Penn

**Paritosh Dayal, M.S.,** Fall 2015, Graduate Student, Biological Sciences, University of Auckland, Auckland, New Zealand.

**Catherine Njeri, Ph.D.,** Spring 2014, Research Scientist, Elanco Animal Health, Greenfield, IN.

**John Robbins, Ph.D.,** Fall 2012, Senior Scientist, Medpace Reference Laboratories, Cleveland, OH.

**Jingyuan Xiong, Ph.D.**, Summer 2012, Assistant Research Professor, Sichuan University, West China School of Public Health.

**Erin Imsand**, Ph.D., Spring 2010, Staff Engineer, Illumina, San Diego, CA

**Russell Carpenter**, Ph.D. Fall 2008, Head Brewer, Rocket Frog

**Xuanzhi Zhan**, Ph.D., Summer 2008, Assistant Professor, Department of Chemistry, Tennessee Tech University, Cookeville, TN.

**Kholis Abdurachim**, Ph.D., Fall 2007, Director, Center for Infectious Diseases Research (CIDR) at Surya University, Banten, Indonesia.

**Benlian Gao**, Ph.D., Graduated Fall 2006, Research Associate, Eicosanoid Core Laboratory, Vanderbilt University, Nashville, TN.

**Honglei Sun**, MS, Fall 2006, OSSP Supervisor, Brown and Root, Houston, TX.

### **3. Committee Member**

#### **Current:**

Committee member for 18 doctoral students.

#### **Former:**

Committee member for 42 doctoral students and 4 masters students.

### **2. Undergraduate Students Supervised**

#### **a. NSF stipend**

4 students mentored

#### **a. NSF REU supplement**

3 students mentored

#### **b. CMB Fellows**

7 students mentored

#### **c. AU Fellows**

1 student mentored

#### **d. Undergraduate students**

~68 students mentored

### **E. Outreach and Service**

#### **1. Professional Service**

2017/2018 GRC: Vice chair and Co-chair, Enzymes, Coenzymes and Metabolic Pathways.

Moderator. 2016 GRC Power Hour

Editorial Board, *BBA-Proteins and Proteomics* 2013-present

Organizer: Southeast Enzyme Conference. April 20<sup>th</sup>, 2013, Atlanta Georgia

Journal Reviewer: *Biochemistry*, *Archives of Biochemistry and Biophysics*, *JEIMC*, *JACS*, *Journal of Biological Chemistry*, *BBA*,

NSF "Expert", 2012  
NSF Rotating Program Officer, 2011

NSF Panel Member:  
February 2020, March 2016, March 2014, October 2010, April 2009, April 2008, April 2007  
April 2006

Southeast ACS Secretary, (Fall 2001-Spring 2006)

## **2. College and University Service**

Wrote over 30 recommendation letters for undergraduate and graduate students. (Spring 2002-present)

University Proposal Workshop. Served as a panelist for a grant-writing workshop. (Spring 2013)

Auburn University Academic Grievance Committee. Served as a faculty member for official student academic grievances. (Fall 2009-2012)

Assisted with Girl Scout Badge Day. Organized and implemented science experiments for local Girl Scout troops. (Spring 2008)

War Eagles Girls and Plainsmen. Interviewed prospective War Eagles Girls and Plainsmen. These students serve as ambassadors for Auburn University (Spring 2006-2007)

Mortar Board Faculty Advisor. Met once a month to discuss and plan future activities. Involved in the selection process for 2004 Mortar Board Members. Planned the spring banquet and organized the new member selection. (Fall 2005-Spring 2005)

Mortar Board Faculty Junior Advisor. Met once a month to discuss and plan future activities. Involved in the selection process for 2004 Mortar Board Members. Plan the Spring banquet to induct new members. (Fall 2004-Spring 2004)

Assisted with Girl Scout Badge Day. Organized and implemented science experiments for local Girl Scout troops. (Spring 2008)

Mortar Board Faculty Advisor. Met once a month to discuss and plan future activities. Involved in the selection process for 2004 Mortar Board Members. Planned the spring banquet and organized the new member selection. (Fall 2004-Spring 2005)

## **3. COSAM**

Undergraduate Awards Committee. Selected undergraduate awardees for the college. (Spring 2006-present)

Faculty, Advisor, and GTA Awards Committee. Selected the awardees from the departmental nominees and outstanding undergraduates. (Spring 2006-present)

Chemistry and Biochemistry Chair Administrative Review Committee. Committee to review the leadership of the Chair for Department of Chemistry and Biochemistry. (Fall-Spring 2018)  
Wit Fellowship Committee. Reviewed the packets of potential candidates for the Wit fellowship. (Spring 2017)

Outstanding Graduate Dissertation Committee. Reviewed and evaluated dissertations for the graduate school. (Spring 2017)

Tenure and Promotion Committee. Reviewed and discussed the promotion and tenure of faculty in the college. (Fall 2016-Spring 2018)

COSAM Curriculum Committee. Approve changes to the curriculum for departments in COSAM. (Fall 2013- Present)

Associate Dean of Academic Affairs Search Committee. Served on the Search committee for the Associate Dean of Academic Affairs. (Spring 2015)

Administrative Review Committee. Served on an administrative review panel for the Associate Dean of Academic Affairs. (Fall 2014-Spring 2015)

COSAM Curriculum Committee. Approve changes to the curriculum for the COSAM departments. (Fall 2013- Present)

Summer Bridge Program. The PI collaborated with Kimberly Mulligan-Guy the Minority Affairs Coordinator in the College of Science and Mathematics to work with students in the Summer Bridge Program on an original research project. The students develop a hypothesis-driven research project related to water quality. The students spend one month collecting data for their project and present their findings in a poster format at the end of the program. (Summer 2018-2019)

Summer Bridge Program. The PI worked with Bianca Evans the Minority Affairs Coordinator in the College of Science and Mathematics to present information to students underrepresented in the sciences on different research opportunities available to them. The students participate in a hands-on laboratory demonstration to promote the undergraduate experience. Funds have been requested for the currently funded NSF proposal for a Summer Undergraduate Fellowship. (Summer 2012-2017)

COSAM NSF CAREER Proposal Workshop. Served on a panel to address questions related to proposal writing and submission. (Fall 2013 and Spring 2014)

Dean of Research Search Committee. Reviewed applications, interviewed, and hosted the Dean of Research faculty candidates. (Spring 2010)

COSAM Leaders Interviewer. Interviewed prospective COSAM leaders. These students serve as the ambassadors for COSAM. (Spring 2003-Spring 2006)

PPAC Committee Member. Interview potential medical, dental, and optometry students and write letters to be included in their medical school packet. ~50 letters/year. (Spring 2004-Fall 2006)

Science in Motion. Designed a set of biochemistry experiments for science in motion. Organizing a demonstration to high school educators at the next Science in Motion inservice meeting. (Fall 2007)

Assisted as an advisor for War Eagle Days. Recruiting for COSAM. (Fall 2008)

Met with a potential COSAM donor about my research and teaching. (Fall 2008)  
Science Olympiad. Designed a new set of experiments for the Food Chemistry demonstration. Set up and organized the experiments, and ran the event. (Spring 2006-2009)

Presentation on graduate school opportunities to Phi Lambda Upsilon. (Spring 2003)

#### **4. Department of Chemistry and Biochemistry**

Recruiting Committee. Organized the campus invitational for prospective graduate students from local colleges. (Fall 2019)

Admissions Committee. Reviewed graduate biochemistry applications. (Fall 2019)

Inorganic Search Committee. Reviewed applications, interviewed, and hosted Inorganic faculty candidates. (Fall 2019)

Advisor to Biochemistry Students. Met with students each semester to discuss the courses they would be taking. Discussed professional school options, and research opportunities. (Fall 2002-Summer 2017)

Biochemistry Search Committee. Reviewed applications, interviewed, and hosted Biochemistry faculty candidates. (Fall 2017)

Mass Spectrometry Facilities Director Search Committee. Reviewed applications, interviewed, and hosted Mass Spectrometry faculty candidates. (Fall 2016)

Bioimaging/Biochemistry Faculty Search Committee. Reviewed applications, interviewed, and hosted Bioimaging/Biochemistry faculty candidates. (Fall 2016)

Undergraduate Program Officer. Wrote annual university reports summarizing the survey outcomes for the required learning and writing objectives. Maintained the surveys for the undergraduate formal presentations course. Reviewed final research papers for graduating seniors. Wrote the required ACS reports for accreditation. (Fall 2013-Spring 2016)

Chair: Undergraduate Curriculum Committee. Reviewed and modified the BS curriculum in Chemistry and Biochemistry to better reflect the changes made to the ACS accreditation requirements. (Fall 2013-Spring 2016)

Member: Undergraduate and Graduate Awards Committee. Responsible for organizing resumes and letters for Departmental Undergraduate Student Awards. (Spring 2015)

Chair: Undergraduate and Graduate Awards Committee. Responsible for organizing resumes and letters for Departmental Undergraduate Student Awards, and submitting the packets to the committee. (Spring 2013-2014)

Member: DURL Search Committee. Reviewed applications, interviewed, and hosted DURL candidates. (Spring 2015)

Assisted with the departmental external program review for SACS accreditation. (Fall 2015)  
Member: Lecturer Search Committee. Reviewed applications, interviewed, and hosted Lecturer candidates. (Spring 2014)

Member: General Chemistry Coordinator Search Committee. Reviewed applications, interviewed, and hosted the General Chemistry Coordinator candidates. (Fall 2012)

Member: Biochemistry Search Committee. Reviewed applications, interviewed, and hosted Biochemistry faculty candidates. (Fall 2012)

Chair: Biochemistry Lab Manager Search Committee Reviewed applications, interviewed, and hosted Biochemistry Lab Manager candidates. (Fall 2009)

Undergraduate Recruiting. Asked to speak to undergraduate students and their parents. Talked about the Biochemistry program and gave them a tour of the facilities. (Fall 2007-2008)

Member: General Chemistry Search Committee. Reviewed applications, interviewed, and hosted General Chemistry faculty candidates. (Fall 2005)

Member: Chemistry Undergraduate Committee. (Fall 2005-2006) Served on the Chemistry Undergraduate Committee to plan and implement curriculum changes and assessment.

Department of Chemistry and Biochemistry Undergraduate Student Award organizer (Spring 2006) Responsible for organizing resumes and letters for Departmental Undergraduate Student Awards.

Advisor to American Chemical Society Undergraduate Affiliate. Monthly meeting with invited speaker. Advised at monthly officers meeting to discuss upcoming events. Attended SGA meetings to be recognized as an organization on campus. Organized an outreach program to bring chemistry experiments to local elementary schools. (Spring 2005-2010)

Kosalapoff Award Organizer. (Spring 2003-2005) Assisted with the organization and planning of the Kosalapoff lecture.

Member: Chemistry Chair Search Committee. Reviewed applications, interviewed, and hosted Chemistry Chair candidates. (Fall 2004-2005)

Graduate Student Association Faculty Advisor. (Fall 2001-Spring 2005) Assisted the graduate students in establishing the Graduate Student Association as a recognized organization on campus.

Undergraduate recruiting, SCMH 1990, Pre-health Profession Orientation (Fall 2004)

Member: NMR Facilities Manager Search Committee. Reviewed applications, interviewed, and hosted NMR Facilities Manager candidates. (Fall 2003-2004)

Chemistry and Physics Invitational. (Fall 2002-2003) Set up a genetics experiment for high school students attending the invitational.

Graduate Recruiting at SERMACS meeting. Set up and manned the recruiting table at the SERMACS meeting. Met with prospective students to discuss the graduate program. (Fall 2002-2003)

Organizing the development of new undergraduate biochemistry labs for BCHE 6181 and 6191. (Spring 2003)

Faculty presentations to new graduate students. Organized the faculty presentations for new graduate students and made sure that the faculty and students showed up each week. (Fall 2002)

Member: Biochemistry Faculty Search Committee. Reviewed applications, interviewed, and hosted Biochemistry faculty candidates. University (Fall 2001)

Member: SACS Committee. Assisted in organizing the necessary departmental information for SACS accreditation. (Fall 2001).